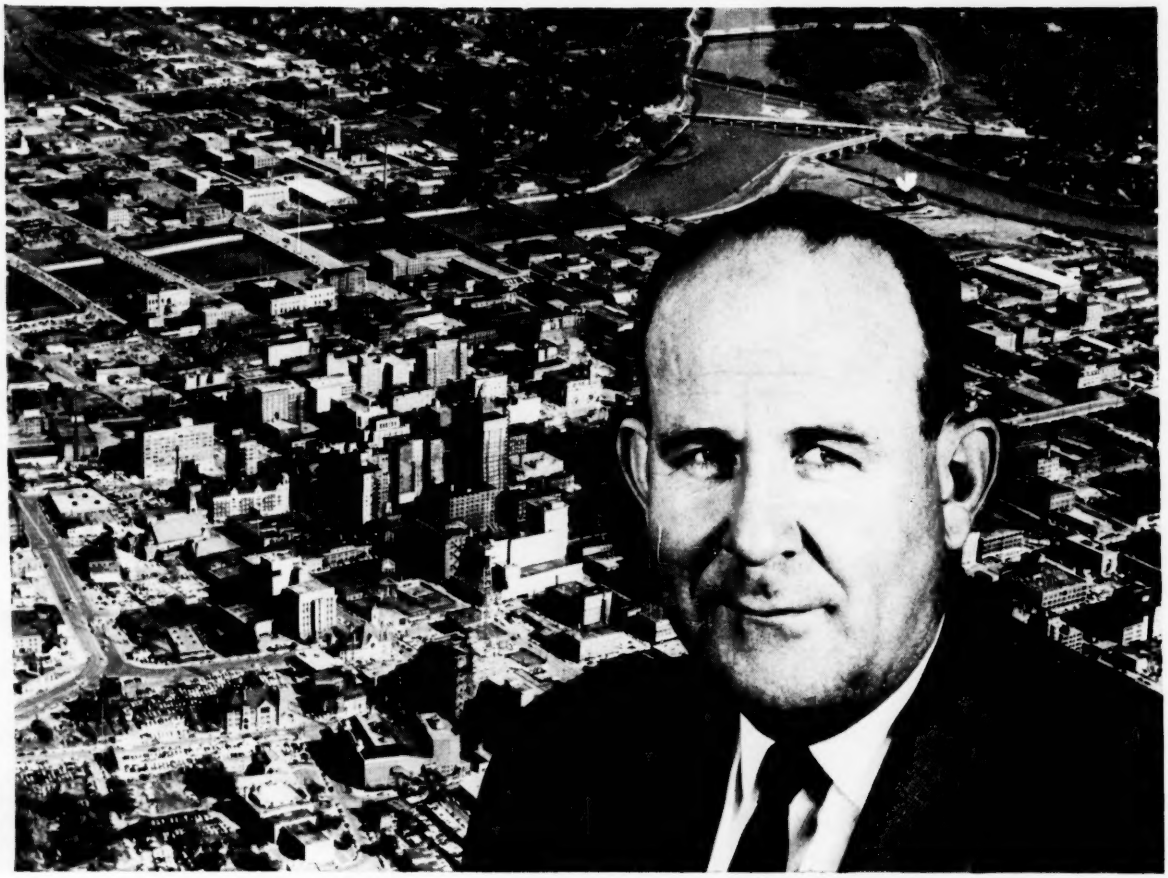
DEVELOPMENT

THE INTERNATIONAL GUIDE TO INDUSTRIAL PLANNING AND EXPANSION

Kroger's Joseph B. Hall relates on page 89 the story of his company's long-range growth and outlines some of the factors to be considered in the selection of sites for supermarkets.



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INDUSTRIAL
DEVELOPMENT
AND MANUFACTURERS RECORD

VOLUME 129 FEBRUARY 1960 NUMBER 2

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BPA

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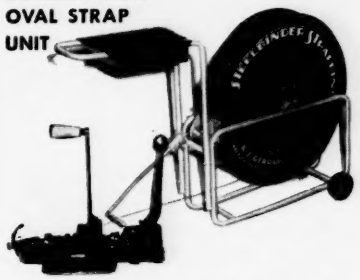

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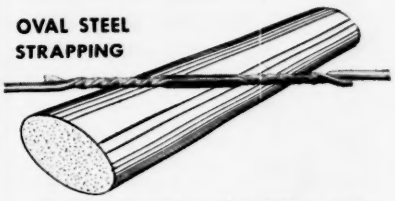

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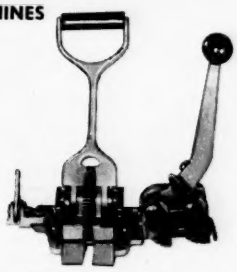

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CHECK POINTS

INDUSTRIAL DEVELOPMENT MANUFACTURERS RECORD

BY THE TIME this issue is in the mail, the annual winter rush to the sun areas will be at its climax. Reflecting good general business conditions, the tourist volume in Florida, Arizona, Hawaii, and the Carribean will be at a new all-time peak. Only Cuba will fail to share in the first big bonanza of 1960.

While development of tourist facilities is not "industrial" development in its strictest sense, it is, we believe, a topic in which most of our readers are interested. Many of the principles are the same — the need for sound planning, the importance of economic feasibility studies, and the stress on human factors. It's no accident that many of the men who are outstanding in industrial work are also in the forefront of tourist facility development.

It is clear, too, that this trend or relationship will be accentuated in the years ahead. Shrewd investors have learned that successful resorts, like profitable manufacturing plants, must be planned from the first spade of earth to the last beach umbrella. Area development groups and government agencies have been sold on a sober, long-term approach to tourist promotion.

This field, like industrial development, is in its infancy. A period of phenomenal opportunity lies before us. The things that have been accomplished in resort development heretofore are trivial compared with what will be done in the coming decade.

If you need proof of this fact, take a low-level swing with us in our Cessna over the leading resort areas of the moment. The picture you'll get will be entirely different from that you see from the highway. On the ground, for example, you get the impression that most of the ocean beach areas of Florida have been used. But from 1,000 feet you can find miles of virtually uninhabited beachfront land.

And it's the same in the other sun areas. In Arizona you have heavy development around Phoenix and Tucson, but elsewhere there are vast undeveloped areas. Despite what's been done in recent years, Jamaica and Puerto Rico are still underdeveloped tourist-wise. There are many inviting spots waiting to be opened up by men with imagination — and money.

We recall a visit to Puerto Rico about a year ago when two lavish hotels opened in San Juan. There were the usual comments from those who lack vision that "this takes care of our present needs — it'll be years before we can justify more big hotels." But then, as now, there were opportunities for those who could look.

The Fomento people took your editor down to Ponce, on the south shore of the island, where there was not one first-class

hotel. The reason local businessmen gave was "we have no tourists here." We climbed a hill reminiscent of San Francisco and found a site commanding a breathtaking view of the city and harbor. Here work began for the $4 million Ponce Intercontinental Hotel which opens this month, very probably booked to capacity for the rest of the season.

There are a great many places, we are sure, that "have no tourists" because they have no facilities. Spotting these opportunities is already something of a science similar to that of selecting a plant location.

We were reminded of these facts as we followed the line of Florida's east coast, checking off one plush resort after another. We picked up the beach just below Jacksonville, noted Ponte Vedra, St. Augustine, and Daytona. Then Cape Canaveral and the missile business displaced tourism for half an hour before we tuned to Vero Beach radio.

From West Palm Beach to the south it's a fairyland of canals, swimming pools, and yachts. There can't be another place like Ft. Lauderdale anywhere. But this is the beaten track, and we were headed for a more remote spot.

Darkness was settling as we swung past Miami Beach and took an outbound heading on Biscayne Key radio, estimating Key West 140 air miles southwest. On this hop we missed the spectacular shades of blue, green, and turquoise that are characteristic of the waters along the keys, but the overseas highway was a ribbon of comforting lights and the radio beacon at Marathon was a solid check point.

At Key West, we discovered the airport dark and deserted. Groping for a few blocks to chock our airplane we found a border patrolman's flashlight on us — seems there are special guards on all the South Florida airstrips to check on Cuban gun-runners and leaflet-droppers. We showed a flight plan from Daytona radio and were greeted with courtesy.

After a week spent in exploring the lower keys we came away with the conviction that this is an area of considerable potential for further tourist development. The principal asset is a climate significantly warmer in mid-winter than Miami and other South Florida spots. We were more impressed with the Marathon area than with Key West, which is an old city with real problems. Our thanks go to Spence Freeman, local telephone official for his hospitality — including a fishing expedition southwest to Boca Grande Island.

* * *

Long-time readers of ID will, we hope, notice several changes in format with this issue. Our art director, Evan Armstrong, has made a number of minor improvements which amount to a general "sprucing up" and, more importantly, we have more correctly labeled the magazine as INTERNATIONAL in scope. This serves as obvious recognition of the increasing importance of Canada and other areas in the expansion plans of the leading growth firms.

— H. M. C.

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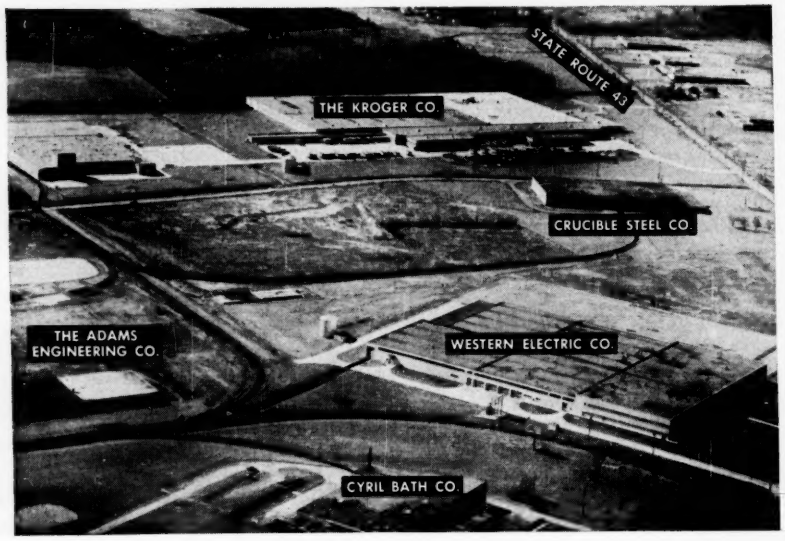

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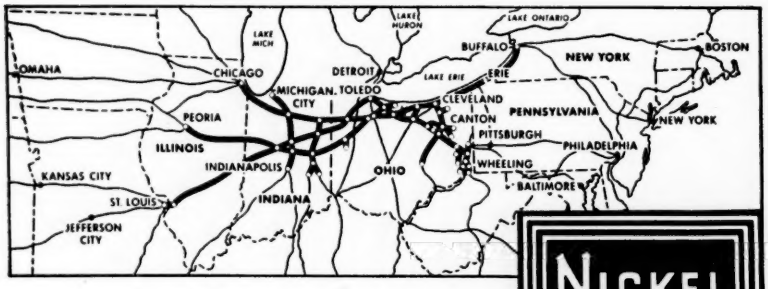

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INDUSTRIAL DEVELOPMENT AND MANUFACTURERS RECORD

SIRS: We are planning to move our factory from its present location in Long Island City, to some ideal site out of state.

To date, I have written to Industrial Directors of several states, who have sent me a tremendous amount of paraphernalia, including road maps, pamphlets, brochures and site locations . .. as a matter of fact, everything but Christmas Cards. One item I was fortunate enough to receive was provided by your company, namely form 4159, Registered Community Audit on Burlington, Vermont, prepared by the Industrial Development and Manufacturers Record. This audit listed everything that I need to prepare my presentation for location change.

It would be extremely helpful to me, if I could receive similar audits prepared on various other cities, where favorable locations are situated. Can you advise me concerning the procedure necessary for obtaining this information? Do you have audits already prepared on various cities and locations throughout the country? Would you need a list of the cities I am interested in? Do you suggest I apply to the State Director for audits of this nature?

Your assistance on this vital issue would be greatly appreciated.

NAME WITHHELD

► Audits from any community in the United States or Canada may be obtained by interested manufacturers at no charge.

SIRS: Since subscribing to INDUSTRIAL DEVELOPMENT, I find that the information contained in it is most valuable to me in assisting industries in financing of expansion programs . . .

GOODLOE S. CHAFFIN
Pilot Life Insurance Co.
Greensboro, North Carolina

SIRS: Just a note to say that your articles on industrial location published over the past two years in INDUSTRIAL DEVELOPMENT magazine will be an essential part of the assignment in a new seminar on Industrial Location to be taught next semester.

I wonder how many courses are offered in Industrial Location in American colleges and if they use your excellent magazine?

DR. ALBERT S. CARLSON
Professor of Geography
Dartmouth College
Hanover, New Hampshire

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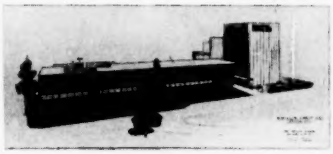

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LETTERS

SIRS: I want to tell you what a great job I think you did on your feature on the St. Lawrence Valley. It is the most complete and comprehensive thing of the kind which I have ever seen. It evidences real digging and hard work and anyone who reads it is impressed by the fact that you did not just give the subject the once over lightly.

I was very flattered at your gracious comments on myself. I don't feel that I in any way merited them but at the same time it is very nice to receive these judos. I have heard very favorable comment in reaction to your article by all who have read it locally. We are publishing it in full in our Sunday paper.

I have sent a number of the reprints out to people who I knew would be interested in this article, or I hoped interested in the St. Lawrence Valley, and I have had very good reactions from all of them. They have all been most complimentary about the story you did . . .

FRANKLIN R. LITTLE
Publisher
Northern New York Publishing Co., Inc.
Ogdensburg, New York

SIRS: Recently while in Indianapolis, Indiana, I was given your Registered Community Audit for Indianapolis and Marion County by the Indianapolis Chamber of Commerce.

This company has been in the business since 1911 of helping communities to develop community hotels, and as such has been instrumental in helping to bring into being some 200 or more new hotels.

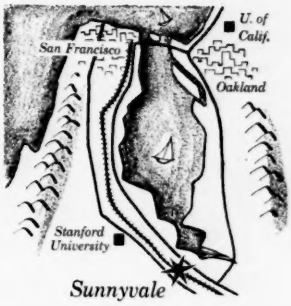
As a part of our program, we conduct a survey of the city which is considering a community campaign to raise money for a new hotel. In our survey we have gathered on our own or from the various Chambers of Commerce information very much like the information that is contained in your Registered Community Audit for the city of Indianapolis. Your publication, however, goes deeper than we have in the past and is much more comprehensive.

Because many of our prospects are in smaller communities, you may not make audits for these various cities. However, we are also in contact with many large metropolitan cities, thinking of the possibility of developing a new hotel on a community basis. I am wondering if you have a list of the cities where you have completed up-to-date Registered Community Audits. If so, I would greatly appreciate your sending me such lists and letting me know the charge if any for getting such audits.

NORMAN J. HOCKENBURY
Vice President
The Hockenbury System, Inc.
Harrisburg, Pennsylvania

A complete list of available community audits will be furnished upon request.

California Industrial Sites in Sunnyvale



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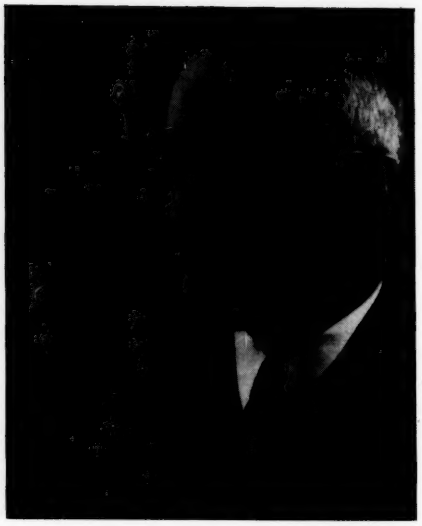

A DISTINGUISHED CAREER

Director of Central Intelligence since February, 1953, Allen Welsh Dulles has had a remarkable career in world affairs and diplomacy, as well as law and in the field of intelligence. He received his A.B. from Princeton in 1914, then traveled in the Far East and taught English in Allahabad, India. After receiving his M.A. at Princeton in 1916 he joined the U. S. Diplomatic Corps and went on assignments that took him to various parts of the world. Mr. Dulles resigned from the Diplomatic Corps in 1926 and took an LL.B. degree from George Washington University, later joining a New York law firm of which his brother, John Foster Dulles, was a member. He rejoined the government in the Office of Strategic Services in 1942, and from then on to the present he has steadily increased his record of distinguished achievements. The accompanying report is based upon an address he made to NAM's 64th Congress of American Industry.

THE SOVIET

The cold war between the US and the USSR is, in many respects, an industrial development contest. The current Seven Year Plan of the Soviet Union is designed to achieve an industrial growth rate substantially greater than ours. Here's a thought-provoking commentary which shows the close relation between our industrial development efforts and our national security.

By ALLEN W. DULLES

CHALLENGE !

Twelve years ago I stated in an address that the Soviet economy was a challenge to the United States "to prove that the system of free men under law can survive."

This is still a challenge. Only a few weeks ago Khrushchev amiably advised us, as he left the United States, that Communism would in time take us over.

In 1947 the Soviets were basing their hopes — not so much on the economic and industrial might of their own system, as on their forecast of the imminent collapse of our free enterprise society.

Then it was Stalin, Molotov and Vishinsky who warned us and told the world that our Marshall Plan was merely a means of unloading excess commodities and capital to avoid an impending American crisis.

These old Soviet leaders have gone and so have gone many of their arguments. Their successors have largely abandoned the thesis of any early demise of capitalism due to its own defects. Now they boast that over the years, say by 1970, they will surpass us in total industrial output.

This is a boast which is not likely to be realized unless we "rest on our oars." What is of more immediate concern to us is the fact that the Soviets are using their growing industrial strength, which is still less than one-half of our own, largely to promote their national power aims rather than to give a fuller life to their own people. We are doing just the opposite.

A decade ago Moscow was speaking to us in threatening terms because we were giving aid overseas to meet the danger of economic breakdown and communist takeover in large parts of Europe. Now they propose to compete with us on a worldwide basis in the field of overseas aid and trade, hoping to win over the uncommitted nations of the world.

Then, though they had no atomic bombs, the Soviet were using the threat of their great conventional forces to help undermine Greece and Turkey and then later to menace the Free World in Berlin and Korea.

Now, while they preach coexistence and economic and industrial competition with the West, they also, on occasions rattle the threat of ballistic missiles and give their support to the "hard core" Communists in their uneasy European satellites.

American Industry has a legitimate interest in what its most aggressive foreign competitor, the Sino-Soviet Bloc, is doing and planning. Today this is not because this competitor is seriously threatening our domestic or even our foreign markets. It is rather because the pattern of this competitor's conduct and the impact of the Bloc's growing industrial power may have an important influence on the future direction of American industry and of our economy.

A wise European remarked to me the other day that in his opinion, the danger of war had receded, but that the dangers from international communism in other fields had increased.

In saying this he had two major thoughts in mind:

First, that the military situation would become a nuclear stalemate, the United States with its allies and the Sino-Soviet Bloc each having a sufficient supply of nuclear weapons and the means of delivery to inflict unacceptable damage on the other.

Second that, under these conditions, the competition might shift, at least for a time, from the military to the political and economic sectors with the Free World and free enterprise competing for the uncommitted world against all forms of penetration by international communism. Such competition, short of war, is the more likely be-

cause Khrushchev, while he desires to inherit the earth, does not wish it to be a world devastated by nuclear weapons — also he thinks he is doing quite well as events are now developing.

It does not require recourse to secret data to reach the following conclusion: That over the immediate future both the United States and the Soviet Union will be continuing to equip themselves with nuclear weapons and with the means of delivery, whether by guided missiles or aircraft, adequate to constitute a grave deterrent to war by either side. The impact of this mutual growing capability is already having its effect on the international scene.

Deterrents Needed

However, for the deterrent to be effective, other conditions must be met; among them are the following:

(1) The United States and its allies of the Free World must continue to maintain a military defensive and retaliatory power such that no increase in Sino-Soviet military power could lead the latter to believe that they had gained clear superiority over us.

(2) Regional strife among powers having no nuclear capabilities must be quarantined or limited. History has shown us small wars breed great wars and chain reactions with unforeseen consequences may result from them.

(3) There must be no doubt in the minds either of the leaders in Moscow or Peiping that the initiation by them of a war of aggression would be met with adequate force. Hence we must make the strength of our military position, and our readiness to use it in defense against communist aggression, so clear that there can be no misunderstanding on the part of the Soviet. Some wars have come from vicious intent and were a calculated act; more have come from miscalculations.

I doubt whether the leaders of international communism misunderstand or miscalculate our posture today. They must **not** do so tomorrow. The prevention of misunderstanding is a continuing task. We must not slip into an attitude of complacency which might lead the Communists to have doubts about our intentions. They must not be allowed to feel that the threat of nuclear blackmail could be used to push us out of any position that is vital to our security, on the mistaken theory that it is not worth the risk of a nuclear conflict.

Today the Soviets with a Gross National Product and an industrial capacity less than one-half of ours are nevertheless allocating to the national power sector of their economy, including military hardware and industrial plant for purposes, an effort roughly equivalent to ours.

If they continue their industrial growth rate, at some eight to nine per cent per annum as is likely, the Soviets will be able, if they choose, substantially to increase their military effort.

Certainly until a system of controlled disarmament is devised, we cannot safely relax in the field of our military strength as the primary deterrent to the danger of communist aggression.

The secret of Soviet economic progress is simple. They plow back into investment a large and growing share of their total annual production. The Kremlin leaders direct about 30 per cent of GNP into capital outlays, while we in the United States are content with 17 - 20 per cent.

The commanding role of investment in Soviet economic growth is dramatically illustrated by their Seven Year Plan, which runs through 1965. Capital investment in industry for the year 1959, the initial year of the plan, will be approximately equal, measured in dollars, to industrial investment in the United States.

Furthermore, the Soviet's absolute volume of investment in such productive areas as the iron, steel and nonferrous industries, as well as in machinery manufacturing, will be substantially greater than that of the United States.

The Consumer's Field

These massive investment expenditures are being fed into an industrial system whose output in 1958 was only about 40 per cent of the United States. Under such high pressure fueling, the Soviet industrial plant can hardly fail to grow considerably faster than that of the United States.

Turning to the consumers field, the picture is entirely different. While they have been slightly increasing the production of consumer goods over the past few years, their consuming public fares badly in comparison with our own. In 1958, Soviet citizens had available for purchase about one-third of the total goods and services available to Americans. For example, the Soviets were then producing on an average one automobile for every 50 we produced.

While there are no adequate

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figures to compare our production of luxury goods with that of the Soviet, it is certainly true that here Soviet production would only be a small percentage of our own.

Certainly it is true that a major thrust of our economy is directed into the production of the consumer type of goods and services, which add little to the sinews of our national strength. On the other hand, the major thrust of Soviet economic development, and its high technological skills and resources, are directed toward specialized industrial, military and national power goals.

For a contestant engaged in a vital economic race with a lean and well-muscled opponent, we persist in carrying a prodigious burden of fat on our backs.

Soviet postwar economic expansion, as well as its advances in the military field, have also permitted the Kremlin to adopt an aggressive program in the less developed countries of the Free World. In these newly emergent and fragile nations, the Soviet leaders have been advancing their cause by a combination of economic penetration, political warfare, and subversion.

Strategy Unchanged

The basic strategy of international communism, with its primary emphasis on measures short of war, has remained remarkably unchanged since the death of Stalin. So, too, have its objectives.

These were never more bluntly stated than in Khrushchev's recent speeches.

Obviously referring to the phrase attributed to him, "We will bury you," he explained last summer that when he said that communism would be the graveyard of capitalism, he did not mean that communists would take shovels and start digging. "History," he said, "would take care of capitalists." They, too, he suggested, would become museum pieces, and added that, "If there were a God and He could act, He would take a good broom and sweep you out."

The Soviet Brooms

Let us have a look at the brooms Khrushchev proposes to use.

First, economic penetration of the uncommitted world.

Quick industrialization is the goal of the new and emerging countries, as well as of many of the older countries which have been backward industrially. It is no answer to such aspirations to suggest that the type of industrialization they want is premature, unwise or over-costly. They will continue to seek it.

The example of the Soviet Union attracts them. Here they see a nation which, in the course of 30 years since their revolutionary growing pains ended about 1928, has achieved second place in the world industrially.

The newly emerging States want results. They want them now. The Soviet promise them the moon with a few Migs thrown in. They understand full well that the Soviets first got a rocket to the moon and some of them are deluded by the belief that the Kremlin can also give them a painless industrial transformation. Soviet propaganda tells them this is so and that communism will deliver the goods. It is a potent argument. You can expect to see the Soviets continuing to use it in the four corners of the earth.

In several cases they have been able to get the jump on us; partly because of the procedures required under our laws; partly because we, rightly, have never conceived this to be a competition to see who can give the most the quickest but rather how one can best contribute to sound economic growth.

The Soviets, abetted by the Chinese Communists and their European Satellites, can easily maintain their present level of aid and trade and in the coming decade they may well divert larger absolute amounts to woo the uncommitted areas of the world. As the Soviet and Chinese Communist industrial production advances, the threat of the spread of communism through trade and aid into uncommitted areas of the world will be proportionately increased.

Political Warfare

Another broom which international communism proposes to use against the Free World is political warfare.

Here they have an aggressive campaign based on a series of very positive programs with political, economic and cultural objectives. It involves the radio and other means of mass communication, as well as the written and spoken word; subtle political intrigue based on the control and manipulation of communist parties and communist fronts on a worldwide basis.

It includes the use of various "cover" organizations which pretend to represent youth, labor, professional groups and veterans. They become the agencies for spreading communist doctrine throughout the Free

World. In their subversive arsenal, they also have organizations which use the slogans of "peace," friendship and coexistence.

This challenge is being pressed forward under the growing threat of Soviet industrial, scientific and technical advances and under the cover of the Kremlin's posture of coexistence. It is a challenge which is the more dangerous because it is cleverly and clandestinely conducted, and even the Communist role is concealed as far as possible.

To meet this threat we must understand it. To penetrate the subtleties of the Soviet political, economic, and psychological drive is harder to do than to understand the military threat. Weapons of war are visible, tangible, and comprehensible. The impact of an idea, of a subversive political movement, of a disguised economic policy is more subtle.

International communism is a ruthlessly proselytizing force. It seeks to make converts of men and women wherever the opportunity permits; just as it does not hesitate to make "prisoners" of them as it has done in Hungary. It has lost none of its faith in its worldwide mission, as outlined by Lenin and Stalin and vigorously proclaimed by Khrushchev as he left our shores a few weeks ago. This mission continues to be the domination of the entire Free World, with primary emphasis today on the new and uncommitted nations.

The communists have no reason to be confident that they have an adequate answer to our military retaliatory power. They do feel, however, that they still have the ability to close off their own frontiers, their air space and their rigidly controlled society to ideas from abroad. They have their Iron Curtains not only on their frontiers but within the country. They even try to draw down this Curtain within the minds of their own people.

Recently we see some evidence here and there of a slight raising of their curtain. There is somewhat less jamming and a wider play of American news items in the Soviet press. If this were to continue and develop it would be one of the most encouraging signs in our relations with the USSR. It would be an act, a deed on their part, as contrasted with mere pronouncements about coexistence.

A third broom the Soviets have been subtly using against us is the penetration and subversion of governments which do not "cooperate" with Moscow or Peiping. A classical example here was Czechoslovakia, more than ten years ago. The same techniques are used today. Popular front governments are still being planned by Moscow for several countries which today have close relations with us.

"Nationalism" as a slogan for the breaking of the ties of friendship between us and the countries of this Hemisphere was the line given the Latin American communist leaders who attended the 21st Party Congress in Moscow last February. Details for the execution of this policy were then outlined to these leaders and some of the fruits of this planning can be seen today in Panama, Cuba, and elsewhere in this Hemisphere.

YOU'RE IN GOOD COMPANY!

INDUSTRIAL DEVELOPMENT today is read by more than 8,000 presidents of large growth firms. It is believed that ID's ratio of top management readers to total circulation exceeds that of any other generally circulated business publication.

It is Moscow's desire to move very secretly in this field and not to allow its hands to be shown as directly supporting local Communist parties either in this Hemisphere or elsewhere. Recently Peiping has not been so subtle. The Chinese Communists, who have the same long-range objectives as the Soviets, are acting in their own area of particular interest with a heavy, blundering hand. In fact, nationalistic feeling has been turning **against** Peiping in many countries around the periphery of Communist China. This must make the more professional operators in the Kremlin cringe.

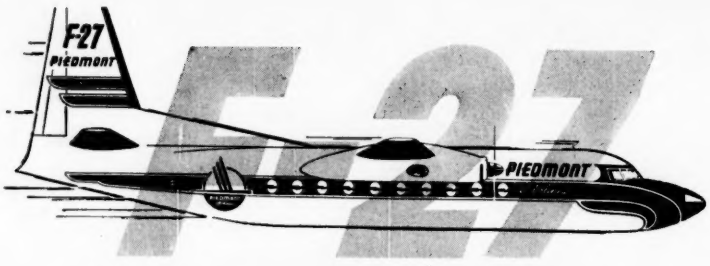
Serious Challenge

In these comments, I have tried to give some idea of the nature and dimensions of the Soviet challenge in the military, political, and economic fields.

My conclusion is that even if a nuclear stalemate should tend to lessen the immediate danger of war, we would still be faced with a serious challenge. Furthermore, if, over the years the Soviet military outlays should take up a smaller ratio than today of their Gross National Product, the Kremlin might give added emphasis to its non-military penetration program. This would add to the danger of its policies under "peaceful coexistence" as the Kremlin now preaches it.

Certainly we have not answered the challenge if we limit ourselves merely to meeting the Kremlin's military threat.

These facts should bring us to a sober appraisal of the best means of marshalling our very



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great assets and capabilities — in concert with our like-minded friends and allies. Today the Free World has a wide margin of industrial superiority over the Communist world. Are we applying this superiority in the proper way to the proper ends?

Secretary Herter, in a recent address to the Foreign Trade Council, gave one answer to this question. He said:

"We have, of late, been too absorbed, I feel, in the mere enjoyment of a prosperous life behind our defensive curtain of nuclear power. We must realize instead that the fateful competition with communism has placed a first claim on the energy and interests of us all. That means subordinating our private interests to the paramount public interest. It also means using our economy less for the things which do not really matter, and more for the things which do — for the uses which would train and inform our minds, promote the health of our society and keep our country free."

We must assess the implications of the course that our economy is taking in relation to that of the Soviet Union, and the requirements which our economy must accept to meet the communist challenge.

This we must do within the framework of freedom — not regimentation as practiced in the Soviet Union. It must be done with due regard for the legitimate aspirations of our people for a fuller life — not by asking them to accept the drab existence imposed on the Soviet people. However, as Mr. Herter said, the fateful competition with communism has a first claim on our energies and our interests and calls for subordination of our private interests to the paramount public interest.

COMPUTERS IN SITE SELECTION

In an economy becoming constantly more complex and in the face of ever-changing markets, plant location problems also are growing more difficult. This report tells how data processing machines can, in many cases, help solve these problems.

By DR. HERBERT W. ROBINSON

The latest electronic computing machines are being used to select the location of new industrial facilities.

New analytical techniques, plus the ability of the latest electronic data-processing machines to put them to work speedily and economically, are opening up revolutionary approaches to the complex problems of locating new plants, warehouses and other industrial facilities.

The huge investments involved in building real estate and plant capacity deserve the most thorough analysis before decisions can be finally made. This makes plant location a field par excellence for the application of the computers. Their capability is rapidly increasing and those now being produced will soon supply about 200,000 additions or logical operations per second at a cost of only six cents.

The masses of data about markets, costs, other existing facilities and the many special considerations needed to reach sound decisions, can be fed into the computer which is programmed to explore the advantages of all alternative sites and show which offers the best physical location.

In some cases the expected future experience of the operation of the whole complex of facilities under the various alternatives available is simulated in the computer, which simulates not only production, transportation and financial operations, but also the random impacts and fluctuations actually encountered in practice over many years ahead.

There have already been actual computer applications to the long and short range planning of the location and timing of new warehouses, new plants, new railroad facilities and the problem of locating engine repair and overhaul facilities on world-wide routes of the new jet airliners. While final decisions always require many human judgments which can only be supplied by the corporation executive and the real estate expert, the use of these modern computational robots for the analytical work is making possible a degree of accuracy undreamed of until only five years ago. This can produce a savings of millions of dollars in the case of large installations. Such savings accrue not as much in the construction cost but in the more efficient operation of the business after the new facilities are operating.

The specialized professional skills and the computing facilities needed to apply these new methods do not have to be acquired by real estate companies but are now available as needed from specialized research firms such as C-E-I-R.

In addition to providing economical high-speed machine time on the latest electronic computers, a research firm such as C-E-I-R also provides skilled linear programming specialists for such problems as relocating plants.

Linear programming is a mathematical technique designed to solve problems in which there are many possible solutions, but only one optimum solution. Linear programming rules out any subjective selections of the solution. By a systematic procedure, a single efficient solution is chosen that meets the conditions of the problem. A solution is efficient if it accomplishes a specified objective. Such an objective, for example, can be the optimum location of a plant so as to minimize future transportation costs and transportation time and thereby maximize profits.

The linear programming approach to the warehouse location problem can be illustrated

YOU'LL HAVE TO STEP LIVELIER, UNCLE SAM

–to keep up with the young, fast-growing South!

PROOF

A recent U. S. Department of Commerce report shows the following expansions in major fields of business activity from World War II (1946, '47 or '48) to 1958:

	PER CENT INCREASE FOR THE SOUTHEAST	PER CENT INCREASE FOR THE U. S.
Dollar-value of construction contracts	220%	61%
Manufacturing employment	23%	10%
New plant and equipment expenditures	119%	87%
Dollar-value added by manufacture	101%	95%
Electric energy produced	242%	165%
Number of manufacturing establishments	40%	26%
Dollar-value of manufacturing payrolls	122%	111%
Contract construction employment	61%	53%
Dollar-value of bank deposits	58%	49%
Dollar-value of life insurance in force	194%	130%
Motor vehicle registrations	121%	83%
Dollar-value of wholesale sales	43%	30%
Dollar-value of retail sales	38%	30%
Retail and wholesale trade employment	53%	32%
Dollar-value of world trade (imports and exports) through Customs districts	169%	132%
Dollar-value of retail trade payrolls	162%	104%
Gross personal income	90%	83%
Per capita personal income	59%	54%
Cash farm income	28%	17%
Number of industrial and commercial firms	51%	24%

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IT'S TRUE! The economic development of the Southland since World War II has out-paced the national rate of growth in practically every category you can name. Don't take our word for it. Just look at the official U. S. Government figures on the left and you'll see that this is so.

There are many good reasons for this. Industrially, the modern South is still a "youngster," experiencing *right now* those wonderful years of surging development that just naturally go with growing up. In addition, it has plentiful manpower . . . rich resources . . . expanding markets . . . all the things in one neat "package" that make for industrial success.

To every young and growing region there comes a time of phenomenal development to maturity. This is its era of opportunity – the confident and vigorous *growing-up years*. That time for the South is now. The opportunity is yours. Come South now and grow with the young, fast-growing Southland. "*Look Ahead – Look South!*"

Harry A. DeButts
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All America is growing—but the fast-growing youngster of the "family" is the modern Sou

This advertisement appeared a year ago. We think it bears repeating now, for the record shows that the ensuing twelve months have made its message even more meaningful to opportunity-minded businessmen.

We can say that again!

MAKE NO mistake about it! The modern South's phenomenal record of growth is no one-shot, flash-in-the-pan proposition. Year after year it goes on, growing bigger and bigger, building up like a snowball rolling down hill.

As we said last year – don't take our word for it. Just look at the official U. S. Government figures shown in the panel here and you'll see that the South's economic development since World War II has out-paced the national rate of growth in practically every category you can name. Not only that, in most instances this year's figures for the Southeast show even more startling gains for the region than its enviable record of growth published a year ago.

Yes, this is the era of opportunity for the young, fast-growing South – the confident, vigorous *growing-up years*. Make them *your* years of opportunity, too! Come South and *grow* in America's fast-growing opportunity-land.

"Look Ahead – Look South!"

Harry A. DeButts
President

MORE PROOF

A recent U.S. Department of Commerce report shows the following expansions in major fields of business activity from World War II (1946, '47 or '48) to 1959:

	PER CENT INCREASE	
	FOR THE SOUTHEAST	FOR THE U. S.
Dollar-value of construction contracts	271%	75%
Manufacturing employment	20%	–1%
New plant and equipment expenditures	145%	102%
Dollar-value added by manufacture	104%	99%
Electric energy produced	250%	169%
Number of manufacturing establishments	40%	26%
Dollar-value of manufacturing payrolls	131%	117%
Contract construction employment	58%	34%
Dollar-value of bank deposits	74%	61%
Dollar-value of life insurance in force	223%	148%
Motor vehicle registrations	121%	83%
Dollar-value of retail sales	70%	48%
Retail trade employment	27%	14%
Dollar-value of world trade (imports and exports) through Customs districts	138%	111%
Dollar-value of retail trade payrolls	82%	56%
Gross personal income	102%	88%
Per capita personal income	66%	56%
Cash farm income	44%	32%
Number of industrial and commercial firms	57%	25%

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LOOK SOUTH LOOK AHEAD

ALL AMERICA IS GROWING–BUT THE FAST-GROWING YOUNGSTER OF THE "FAMILY" IS THE MODERN SOUTH!

STATISTICAL EXPERT

A specialist in such things as statistics and econometrics methodologies, operations research methods, world materials supply, foreign trade and economic development, Dr. Herbert W. Robinson received his formal education in England. His B.Sc. was earned at University College, Hull, and he holds two Ph.D. degrees, one in economics from the London School of Economics and one in mathematical statistics from Balliol College, Oxford. He has served, among other things, as senior lecturer in several subjects at University College, was assistant to Lord Cherwell, personal scientific advisor to Prime Minister Churchill, as deputy division director of the Office of Program and Requirements, Defense Production Administration, and is now president of the Corporation for Economic and Industrial Research, Arlington, Virginia.

as follows. The problem deals with the distribution of a product from a **known** number of factories to a **known** number of warehouses. For example, a food processor has six plants from which the product must be distributed to seventy warehouses. The techniques of linear programming can be used to determine the distribution plan which has the cheapest total freight cost.

In the warehouse location problem we have a known number of factories, but here we wish to increase (or possibly decrease) the given number of warehouses. We have a number of possible warehouse locations, and we want to select the location (or locations) which will add the smallest amount to the total freight cost. For this problem we would have to solve a series of transportation problems; each problem would evaluate the net effect of using one of the proposed locations. The problem having the minimum cost will tell you which warehouse to select.

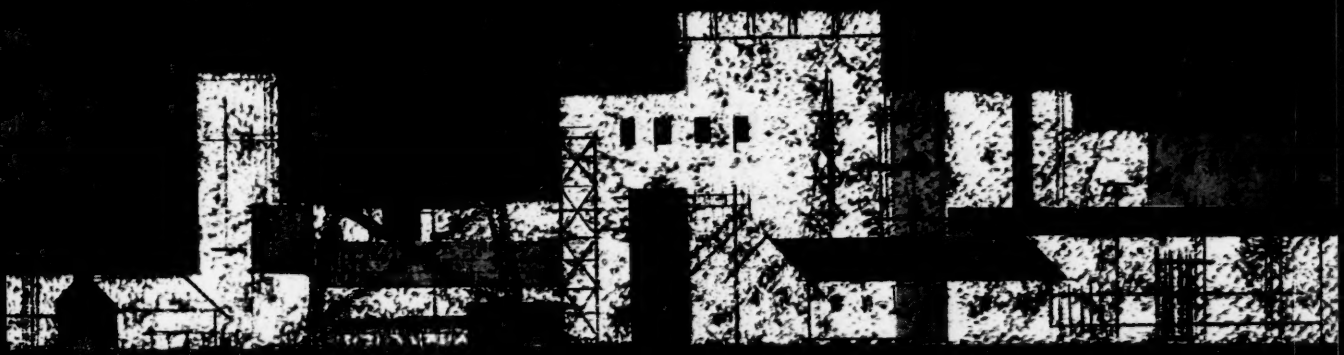
This problem has many variations. For example, you can substitute manufacturing plants for warehouses in order to determine the location of a new plant.

The mathematical model that linear programmers construct for such problems can simulate an entire company system, warehouses, markets, transportation network, etc. By means of such simulation methods, the executive can not only optimize the use of his present facilities, but he can also determine where his most profitable investments in the future will lie. These investments can take the form of (1) modernization and extension of key facilities; (2) location and timing of new plants, warehouses, and other facilities; and (3) long-range expansion program.

The mathematical model can also analyze the capabilities of existing plants plus cost variations, if any, and can also determine whether existing facilities should be disposed of for more efficient operations.

To come back to another example of the problems of a major food processor (a client of C-E-I-R's), this company has a transportation bill of around $90,000,000 a year. Fourteen different types of products must be shipped to mills and processed into a great number of consumer products which are in turn shipped to some 88 destinations throughout the country. Faced with such a transportation problem and cost, there is a great interest in optimizing the entire plant, warehousing, and transportation systems being used by the company. By means of this model, the company can determine which of its existing facilities are efficiently located, which are inefficiently located and should be abandoned, and where new facilities should be installed.

Obviously, the greatest benefits of this technique accrue to large organizations with large problems. However, the smaller and medium-size companies can also benefit from the application of linear programming techniques and high-speed computers to their plant and warehouse organization problems. The new computers coming on the market have such vast computing speeds that the cost per computation and per solution will be very low compared with the savings that can be effected.



ELECTRIC UTILITIES

ELECTRIC UTILITIES SPEARHEAD

A careful appraisal of the jobs being done by the thousands of development groups operating in the United States and Canada indicates that, particularly since the end of World War II, the electric utilities have moved to the forefront in the over-all area development picture. In both giving expert aid to site-seeking industry and in helping the communities they serve to become more attractive to industry, the utitliies are generally in a place of leadership. A special 32-page report highlighting the factors through which this has been accomplished is presented here . . .

AMONG the various agencies and organizations engaged in one phase or another of industrial development promotion, the industrial development departments of electric utility companies have generally done a consistently good job both in helping the communities they serve to be more attractive to industry and in helping industry with site selection and plant location problems.

The majority of the utilities have departments staffed with specialists who are familiar with all available sites within their areas and who have complete information about necessary location factors. The utilities' I.D. men also cooperate with other development agencies within their territories, the result being that you may expect to get expert help when you query them about plant sites.

In their promotional programs the utilities make widespread use of display advertising to pinpoint advantages in their areas. They also use brochures for direct mail, compile catalogs of industrial sites, make topographical maps, and photographs, keep up-to-date files in individual communities, and so on.

To give you an idea of the variety of site selection aids offered by the utilities, we will cite in this special report some specific examples of what is being done in the field.

An interesting instance of a series of market research and plant location studies were those conducted by Northern States Power Company of Minneapolis.

In three separate reports, in depth, the company presented cases for a carbon black plant, a sulphuric acid plant and an alum plant at St. Paul. As a direct result of one of these studies, a new sulphuric acid unit was established in Pine Bend industrial district south of St. Paul.

Consumers Power Company of Jackson, Michigan, serving a territory of 28,500 square miles in Michigan's lower Peninsula, uses a great variety of approaches in its development program.

As explained by Area Development Director H. L. Brewer, members of his department meet regularly with various civic groups. The media used include the EEI film "Plan for Prosperity," and two movies made by Industrial Sound Films, Inc., "Gold Mine on Main Street" and "Blue Print for Progress."

Taking the cost angle as an important location factor, the Georgia Power Company has prepared a booklet giving cost data on industrial buildings that have been erected in its service area. This booklet presents pictures of the individual plants cited, gives the over-all per square foot cost, and a breakdown on construction details.

An interesting case of a particular project developed through the direct action of a utility is one near Phoenix, Arizona. Through creative thinking and positive action, the Arizona Public Service

INDUSTRIAL DEVELOPMENT EFFORTS

Company took the role of leadership in creating Deer Valley Airport and Industrial Park in an area that previously had been occupied only by sage brush and cactus.

The new field now has a 5,000-foot runway, and plans are to extend it to 10,000 feet. Several commercial and industrial facilities have been located around the airport and additional land is still available.

An example of how utility companies impress upon local towns the necessity of preparing for industry may be seen in the activities of Carolina Power & Light Company. As a result of these efforts on the part of the company's area development department, a high percentage of the communities in the service area have formed local development corporations which offer "package financing" and other special services to interested companies. And, many towns have prepared and kept up-to-date brochures on local site data.

Further, during the past seven years CP&L sponsored a "Finer Carolina" contest which offered cash incentive to communities for efforts in making themselves more attractive and wholesome.

Besides encouraging community improvements and working closely with community leaders, the utility companies also frequently have cooperative programs with each other in contiguous areas. A case in point is Gulf States Utilities Company, Beamont. Supervisor Lloyd Brannan of the firm's area development department comments: "Our department currently is working closely with similar departments of other electric companies operating in Texas as a co-sponsor of the Texas Community Improvements Program. This program is conducted by the Texas A&M Agricultural Extension Service to promote competition in local improvement activities among unincorporated communities in the state."

Similarly, important area improvement activities are being carried out by Southwestern Electric Power Company, Shreveport. Manager John Struwe of that company helped organize and continues to help guide the Northeast Texas Industrial Development Council, and all cities and towns in East Texas served by Southwestern are members.

Still another approach in trying to interest industry in coming to its service area is used by Kansas Gas and Electric Company. Its annual report to stockholders, for example, is seen by many persons in business who might be interested in a new industrial location or who knows someone who might. In view of this, the report carries each year news of what's going on in the KG&E area and tells the story of the variety of resources there, the locational advantages, and so on.

An unusually good example of an instance where one utility has been credited in developing a dramatic new industrial opportunity may be found in an ex-

perience with Pacific Power & Light Company, Portland.

More than two years ago the company set out to find an industrial water source in the Coos Bay, Oregon, area. After extensive investigations and the installation of a series of experimental wells and pumping facilities in 1956 and through 1957, it was found by the company that an adequate supply of fresh water was available in sand dunes in the area.

Following this discovery came the decision for the construction in the bay area of the Menasha Wooden Ware Company plant, a $5 million pulp and paper project. It was stated editorially in newspapers at the time that it was primarily due to the efforts of Pacific Power & Light that the site near Coos Bay was developed.

A Special Study

Also in the Northwestern area of the nation, Puget Sound Power & Light Company has made and is making extensive moves aimed at developing its territory for industry. In 1957 the company called in Arthur D. Little, Inc., to make a comprehensive study of Puget's territory. On the basis of the results of this study and other investigations, Puget Power took the approach to consider quantity and value of manufactured goods consumed in the Pacific Northwest but manufactured elsewhere and to determine the more logical areas of opportunity.

Following this the company settled on seven standard industrial classifications and then compiled a list of 1,200 leading companies in these classifications. This list is circularized four times a year with special reports, brochures and other material of current interest. This has resulted in generating a direct prospect list of more than 100 companies which have expressed some interest in the Puget Sound region.

One of the most comprehensive programs to help industry is Texas Power & Light Company's professional plant location service. The Dallas-based utility has

Technical specialists in the company's industrial development department are equipped to give professional advice and aid on such things as economics, engineering, plant location, geology, chemistry, transportation, community development, markets, raw materials and resources. This is in addition to the other location services regularly rendered by the company.

In Canada, where there are vast stores of undeveloped resources and plenty of room for growth, the utility companies are stressing the unusual opportunities that are open for industry. Calgary Power, Ltd., for example, notes that the provincial and municipal authorities, the utilities and all others cooperate in trying to attract new industry to the Province of Alberta. Another point of emphasis is that there are ample reserves of undeveloped power.

Baltimore Gas & Electric Company employs in its development effort an attractive magazine which is issued twice a year. Called "Power and Fuel Pictorial," the publication is designed to (1) publicize the advantages of the Baltimore area for manufacturing and commercial enterprises; (2) inform business executives of industrial progress in the territory it serves and (3) portray the part that electric power and natural gas services contribute to operating efficiency and economy.

In the Louisiana Gulf Coast area New Orleans Public Service, Inc., is making an all-out effort to publicize the advantages of the port city and the availability of abundant supplies of fresh water and natural resources. The company has prepared for industry a checklist of advantages which make it easy for a prospect to get a quick picture of possibilities there.

Area Surveys Help

A promotional approach for getting a comprehensive message over to the greatest possible number of the nation's top industrial executives and which has been utilized by several utilities is a survey made by the staff of INDUSTRIAL DEVELOPMENT magazine and published as a special section for I.D.'s readership.

Companies which have sponsored these surveys include Union Electric Company, St. Louis; The Cleveland Electric Illuminating Company, Cleveland, and Niagara Mohawk Power Company, Syracuse.

Some of the electric utilities not only participate in the development of planned industrial districts but also in continued promotion of the district. A case in point is Electric Park at Ludlow, Massachusetts, which is being given national advertising by Western Massachusetts Electric Company, Springfield. Designed for small plants, the 35-acre park has all necessary facilities. The project is being conducted in cooperation with the Ludlow Industrial and Development Commission.

Of course, along with all the programs being conducted by the electric utilities in the industrial development field, virtually all the companies—including those mentioned earlier here—have large and continuing construction projects of their own to increase generating and transmission capacity.

President of The Southern Company and a long-time E.E.I. leader, Harllee Branch, Jr., of Atlanta, is one of the nation's outstanding young electric utility executives and an effective spokesman for private enterprise.

THE GOAL OF UTILITIES IN AREA DEVELOPMENT

A PHILOSOPHY OF GROWTH

By HARLLEE BRANCH, JR.

The general philosophy which motivates electric utility companies in carrying out area development programs, and the basic qualities that such programs must have, are discussed here by a former president of the Edison Electric Institute.

One of my Georgia friends, a practicing politician recently elected to high office, tries to keep in touch with what the voters in every section of our State are thinking. He happened recently to meet one of his constituents from a remote country district.

"Sam," the politician said, "how is sentiment in your part of the State?"

"Pretty strong, I reckon," Sam replied. "There was fourteen cars parked in my lane last night."

It is not an overstatement to say that sentiment for participation in area development programs on the part of utility managements is already strong and growing stronger.

What is a true community and area development program? What facets of community life, what interests and what kinds of activities should it embrace? Why should an electric utility company assume responsibility for such a program? What kind of man or woman is suited to direct it? And, finally, what return may a utility company expect to receive for its expenditures and efforts in this field?

These are questions which I have frequently asked, particularly at budget time, of those in our companies who have so stoutly and persuasively advocated these programs. Now, I will try to answer some of the questions myself and that, of course, will be quite a switch.

It seems to me that, to justify utility company sponsorship, a community or area development program must have at least the following qualities:

First, it must be comprehensive enough to embrace all aspects of community or area life;

Second, it must be sufficiently diversified in interest, content and purpose to excite and challenge every segment of the population; and

Third, it must be aimed at the realistic development — that is, the accentuation and more effective utilization — of the particular human and physical resources possessed by the area or community in question.

Programs which appeal to and will serve the interests of only a part of the community or area may be worthwhile and even badly needed, depending upon their tone and motivation, but they have no right to be called "community or area development programs" in the sense in my opinion, they ought not to be financed and conducted by public utilities whose funds are derived from the whole of the population.

This does not mean, of course, that every item or activity in a community or area development program must be universal in its appeal and benefits. On the contrary, well-rounded and useful programs will generally require years to effectuate and will be made up of many parts, each perhaps designed to improve the lot and increase the opportunities of a different segment of the population.

However, if, in its entirety, a program will be applicable only to farmers, or laborers, or businessmen, or lovers of sports, or devotees of the arts, or followers of particular faiths and cults, even though it may be entitled to the support of those in the community having a special interest in its limited objectives and benefits, it ought **not** to be sponsored and financed by a public utility company under the guise of a "community" or "area" development program.

Comprehensiveness of interest and benefits is necessary not

only to justify utility sponsorship but also to assure the success of an area development program. No matter how enthusiastic and competent its sponsors may be, such a program cannot be effective without community-wide and grassroots backing.

Many area development programs are limited to industrial and economic promotion. While this is a desirable goal, nevertheless I do not think it should be made an end in itself. An effort should be made not only to increase the industrial skills and opportunities of the people, but also to improve their cultural and spiritual capacities and their sense of civic and political responsibility. We need only look around us at some of the industrial jungles which have grown up in America, with their climates of crime and conflict, delinquency and decadence, to realize how industrialization without intellectual and spiritual leaven can result in community deterioration rather than community development. It is not enough to offer a man a chance to make a living; we should also be concerned with encouraging him to live as a constructive and useful member of the community.

In this connection, I am prompted to suggest that a program which is limited to industrial promotion and which expects to have its success measured only in terms of new factories, new jobs and improved per capita income, is not only unlikely to produce lasting benefits but it may actually prove self-defeating. For surely no prudent industrialist will risk his capital and his economic future in any community where churches and schools and civic enterprises have not first been able to succeed.

I said earlier that, to be really useful and effective, a community or area development program should be aimed at utilizing the particular human and other resources possessed by a community. What I mean is simply this: Every community and area has its own natural endowments and these it should seek to develop and capitalize to the utmost. It ought not to waste its time and resources trying to imitate other communities, either in economic activity or in its mode of life.

"Conformity A Crime"

Conformity is one of the major crimes of our times and it afflicts towns and cities as well as individuals. A hungry world, populated with people who have a rare talent for reproduction and multiplication, needs all sorts of goods and services and men should be encouraged to apply themselves to the activities for which nature has best equipped them. I think the word "development" means the process of making more useful and more readily available that which already exists in some form, although perhaps latent and obscured. Surely it does not mean the destruction of existing values merely for the sake of imitation.

It that is true, then it seems to me that community and area development programs should be carefully tailored to suit the human talents and aspirations and the physical resources of each community, thereby promoting the diversified productive capacities of the nation as well as preserving the sectional differences in tradition and custom which constitute such a priceless ingredient of our national life.

I must move now to the other questions which I posed earlier. I asked: Why should electric utility companies assume responsibility for area and community development programs? Strictly speaking, an electric utility exists to supply a specific service — to furnish a form of energy to homes, farms, offices and factories. It is not intended to be an educational or cultural society, a religious or benevolent organization, or a do-gooder establishment. Why then should such a company be interested in any corporate activity beyond giving good service and collecting its bills?

I think the best and simplest answer is that an electric utility can grow only as its territory grows and as standards of living and economic efficiency in its territory are improved. For some years, engineers and scientists have constantly increased the number and variety of electrical power applications, but the time will finally come when a company's load will become static unless new customers are attracted to its territory and unless those already in the territory become interested in, and financially able to afford, newer and more extensive uses of electric power.

An electric utility, unlike the ordinary merchant and manufacturer, cannot pick up and leave an unprogressive community for a more promising situation. Most electric utility facilities are permanently anchored in the ground and the company must remain where it is, for better or for worse. When a utility gets itself married to an area, it is completely and irrevocably hitched and not even an ecclesiastical dispensation can sever the knot. But a utility can do much

to increase the happiness and profit of such a marriage through the energetic and enlightened inspiration of higher tastes, desires and talents in its "spouse." I know of no more effective device for doing so than a well-conceived and efficiently conducted area development program.

Having considered the broad objectives of an area development program and its essentiality to most electric utilities, we may turn attention now to the type of executive required to formulate and direct such a program.

In the first place, such an executive must be a person of the broadest possible interests. His range of understanding should be as wide and as varied as the human society in which he will be required to work. This is true because area development is as all-embracing as the whole range of community life and no part of human interests and human aspirations should be foreign to the community development executive.

He should be talented in public relations and ever mindful of the fact that leadership in area development provides an opportunity beyond price for his company to win public recognition, support and friendship for what it is trying to do. We hear a great deal of talk these days about creating a favorable "corporate image." I don't know of a better image, or impression, a utility can create than that of an organization eager to work, advise, lead and cooperate with all who have the betterment of the community at heart.

He should be a man who can work with others and, even more important, who can inspire others to work together among themselves. Area devel-

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opment is not a job for credit seekers or grandstand players or individual performers. The man who gets out in front and leads the parade and insists on recognition for his individual efforts will sooner or later discover that the rest of the marchers have gone home and left him to parade by himself.

He should be a practical man rather than a dreamer or messiah. We are all willing to listen to a spellbinder for awhile. But when his flights of imagination are not accompanied by down-to-earth plans and attainable goals we finally turn our attention to more rewarding and realizable pursuits.

He should be a man who can plan loyically, carefully and thoroughly. In a situation where many people are working together on a voluntary basis, each having his own special interests and concerns though participating in the endeavor as a whole, only the most carefully thought-out procedures can prevent confusion, conflict and frustration.

He should be a man of such versatility that he can work with many groups and agencies not only at home but in other sections of the nation. These groups include representatives of industrial concerns, financial institutions, research organizations, colleges and universities, government agencies and various others.

He should know how to select and work with experts and specialists, for he will surely need their services, but he must have the ability, while cooperating with them, not to become himself too enmeshed in the specialized and fractionalized phases of the development program.

From the list of qualities I have suggested, you will see that the qualifications of an area development executive should closely approach those of a chief executive of a utility company. If this seems too exacting a requirement, I would only remind you that the ultimate responsibility of a chief executive is public relations — so directing all the functions and activities of the company (sales, operations, system planning, financing, etc.) as to win public favor and support. Since area development is essentially a public relations activity, the executive who guides it will necessarily be a right arm of the chief executive and his work will, to a considerable extent, parallel and complement that of the president of the company.

Program Results

Finally, let us consider what returns an electric utility should expect for the large outlays of time and money required for a successful area development program. Based on the experience of our companies, I think the returns — though difficult to identify and evaluate — are large. They consist, among other things, of increased sales and revenues; higher morale among employees and a more favorable relationship with the public; increased investor interest in, and prestige for, the company's securities; and valuable insurance against the encroachments of government power.

Topping them all, I think, is the sense of creative participation in civic affairs which is derived not only by the company itself but by all who invest in and work for it. This is a valuable aid for breathing life and personality into the corporate image and for building self-respect, enthusiasm and loyalty among employees.

Area development manager of The Connecticut Light and Power Company, Berlin, Robert P. Lee is also chairman of the Industrial Development Committee of the New England Council and a member of the board of the American Industrial Development Council.

WHAT UTILITIES DO TO HELP YOU SELECT A PLANT SITE

By ROBERT P. LEE

The functions of an area development department and typical industrial development services offered by the majority of the private utility companies are presented in this report by the chairman of the E.E.I.'s Area Development Committee.

Few of the elements of area development are new to American business. The banks, the railroads and the utilities have ever been alert to business opportunities and have pursued them with varying degrees of imagination and aggressiveness. The chambers of commerce, and subsequently the state development agencies, were founded quite generally for the improvement of the local economy, with whatever might be implicit relative to the bringing in of new industries. The enlightened groups have devoted even greater effort to the retention and expansion of existing industry and commerce. But if the elements are not new, perhaps the emerging pattern is distinctive.

With some qualified exception in the case of banks, brokers, consultants and engineers, a significant thing to note is that the aforementioned groups serve limited and clearly defined areas, sometimes by law or franchise, sometimes purely by circumstance, and thus with unavoidable prejudice, favor their own areas. Historically they have sought to sell to every customer or potential customer in their area or territory. For the banks, the railroads, and the utilities, a logical next step to increase sales was to import new customers.

The railroads were first in recognizing this approach to business-building as a distinct and full-time activity. (As early as 1889, the Baltimore and Ohio had full-time "industrial agents," the title still retained by the tremendously increased number of area development men almost 70 years later.)

The railroad was a heavy carrier of raw materials. New plants would not only involve increased car-loadings of natural resources destined for conversion and products to customers, but they would mean new workers as well.

The railroad knew that ultimately it would bring in the building materials for their houses, furniture to make them livable, and food for the families. It was simply a case of seeking out a good industry and bringing the mountain to a siding by Mohammed.

Meanwhile, the power companies, which have moved into the forefront of area development since World War II, were by no means laggard. In 1899 in California, an electric utility company was organized for the express purpose of providing power to pump water for irrigation and development of new agricultural areas. This innovation gave purpose and some direction to the pattern of subsequent activities. The fact is that the utility companies, like the other groups now acknowledged leaders in area development, carried on a good deal of the activity in the name of business-building before they ever called it "area development."

In any search for the historic origins of utility company area

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Booklet detailing plant location services sent on request.

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development activity, most valuable material can be found in a book entitled "PG&E of California," a history of the Pacific Gas and Electric Co. of California, written by Charles M. Coleman. It is in this book that the story of the Mount Whitney Power Co. is to be found. This was the 1899 pioneer.

Quoting from the text, a couple of paragraphs are pertinent to the basic philosophy and motives in utility company efforts in this field:

"PG&E may rightfully claim rural electrification as one of its greatest contributions to the economic advancement of the territory it serves. With only a slight tinge of exaggeration it may say: 'Where the power poles stop, cultivation stops; where cultivation stops, civilization stops.'

"In PG&E was to be found the crystallization of the dreams and hopes of the pioneers, from Peter Donahue in 1852 to George H. Roe in 1879, and de Sabla and Martin in 1895. They had dared to enter unexplored fields of gas and electric utility service, 'primarily, of course, because they believed there was opportunity there for profitable business. But they also had a vision of bigger cities, bigger industries, and bigger agricultural production in Northern California.' "

Entering the Field

It was following World War II that the utility industry in general entered the field formally and aggressively. The Urban and Rural Development Committee of the Edison Electric Institute, which had been formed in 1949, was transformed into the Area Development Committee two years later. In 1949, 57 per cent of the twenty-odd power companies engaged in area development work had separate departments charged with the responsibility for the program.

By 1957, there were 110 companies engaged in area development, and 72 per cent of them had created separate departments. The list has grown to the point that essentially nationwide service is offered by utility companies in plant location service. Although the area development programs of most utility companies encompass other phases of community development, the most noteworthy efforts are concentrated in the field of industrial development. Promotion of good local and regional land use planning, improved facilities in education, recreation, water resources, etc., obviously contributes measurably to improved services and business climate for industrial plant location.

The 50 companies reporting in the Institute's 1956 survey listed 135 full time, 488 part time, and 706 supporting employees engaged in this activity. Through close associations within the EEI and in other national or regional industrial development organizations, the electric utility industrial development personnel establish the relationships giving a nation-wide aspect to their services. One or two real life cases will illustrate this point:

When Bob George of Baltimore Gas and Electric Co., working with his local customer, the Glenn Martin Co., learned of the latter's interest in studying New Jersey and Connecticut locations for a possible site upon which to build a separate research facility for its subsidiary — Research Institute of Advanced Science — he communicated with his counterparts in utility companies

serving both of those states.

Establishing contact on a strictly confidential basis, the prospect was given site selection service with speed, precision and cold statistical facts, rather than high-pressure salesmanship.

Objective consideration of all areas within the state resulted in development of particular interest in the town of Avon, located within the service area of the Hartford Electric Light Co. This in turn led to the introduction of the principals to area development personnel of that company, and the preparation of a formal site study and analysis through the joint efforts of two Connecticut utility companies.

When Stone and Webster Co. was making a site search for Combustion Engineering Co., with the assigned area of search the entire eastern seaboard from Virginia to Massachusetts, transportation for local tours and collection of data were quickly undertaken as well as introduction of the engineering firm's personnel to neighboring friendly (though competing) utility companies.

Incidentally, it is worth noting that the field of industrial development is the **only** area in which utility companies **do** compete, since each is locked into its own franchise territory and cannot compete in the realm of rates, service, etc. Perhaps because all other activities in which they may be jointly involved are non-competitive, we cooperate through habit rather than logical motivation.

There are some electric utility companies not yet equipped to offer trained personnel and special services for plant location inquiries, but the managements of those companies are capable of offering sound counsel and

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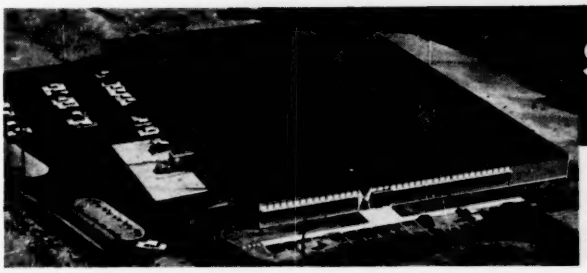

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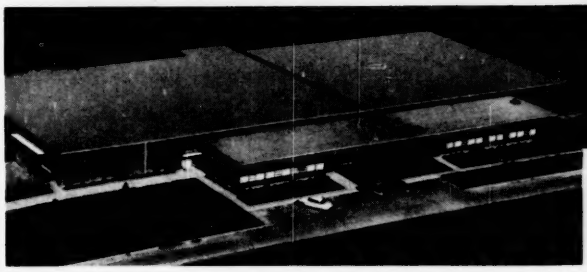

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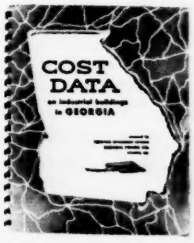

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guidance to other agencies providing such services in their franchise areas.

It is time now to explore the typical industrial development services offered by the majority of the private utility companies serving this country. Any or all of these services may be available, depending upon the policy and progress of the individual company. From the typical utility company area development department, you may reasonably expect to obtain:

1. Courteous and confidential interest in your plant location or expansion problems.
2. Visits by utility company area development men to home office or other location of the prospect company anywhere in the country.
3. Accurate, objectively presented, data on sites, vacant buildings, community, county and state statistics on taxes, population, labor laws and skills, business climate, physical facilities, etc.
4. Introduction of principals or agents to sources of financing, construction, engineering services, government agencies and officials, and assistance in negotiations with persons or agencies involved.
5. Provision of transportation and conduct of site tours for prospects or their agents, with business-like attitude and conservative, low-pressure sales presentations.
6. Through use of local company personnel in any community served, assistance is available in personal introductions and detailed study of specific community factors of interest to a prospect in arriving at a final location decision.
7. Preparation or supply of reports, photographs, maps, statistical charts and brochures to provide prospects with supporting material for presentation to management members not visiting the area of search but concerned with the project.
8. Preservation of the highest ethical standards in dealing with brokers, agents, owners or others involved in negotiation for site selection.
9. Follow-through assistance in problems arising after location of a plant. As a valued customer of the utility company, the prospect can expect, and will retain, the continuing interest of the company and its personnel.

In my reference to the supply of data, it is certainly implied that much information is frequently obtained through public and official channels and merely compiled by the area development personnel of the power company, but other data comes more naturally to a utiliy company than to almost any other agency active in the field of industrial development.

In all cases, there are local personnel on the payroll of the utility company who are fully aware of the obvious, properly zoned and available industrial sites within their communities. They report promptly, accurately and fully to the area development department, and further data is obtained as such properties are catalogued. In the case of vacant, or to be vacated, buildings, the local industrial engineer of the power company has prompt and frequently even advance notice of termination of electric service to a present customer. Hence a listing is available, and cataloguing is undertaken promptly.

Promotional activities of the utility companies have been in evidence to many of you — cer-

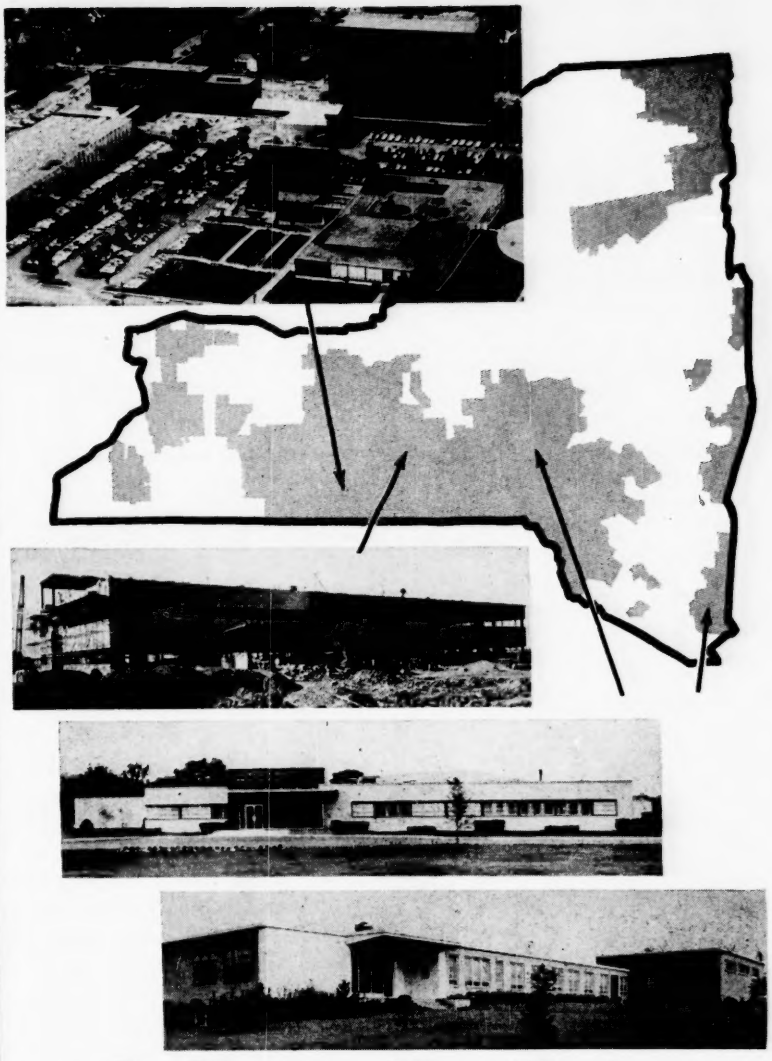
tainly the more ambitious advertising programs of some companies cannot have escaped your notice. Direct mail solicitation of prospects is another common device, but these methods, and even movies prepared for promotion of an area, do not differ from the methods of other agencies you have heard described in this seminar.

One device in fairly common use by utility companies is the cultivation of personal acquaintance with professionals in the field, such as industrial realtors, management consultants and engineering firms. This represents the indirect or intermediary approach to prospects, and it can be highly productive.

By offering assistance to such natural allies, by providing them with needed data and conservative descriptive bulletins on available properties, they may recruit more prospects than through the more obvious direct approach.

Certainly the field of honest operation by brokers and engineers, a healthy private enterprise, deserves the support of the privately owned and managed utility companies. Service to such agencies demands high ethical practice, and may include the almost complete handling of the prospect by the area development men of the utility without cost or obligation. Relationships of this type, developed over the years, result in mutual trust and confidence, benefiting all concerned.

Companies operating on this basis may never make an initial direct contact with or write to a prospect unless such a prospect initiated the contact. Word of mouth advertising by satisfied customers or prospects seems to me to be the most effective promotional device in uncovering more prospects.



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AREA DEVELOPMENT BY E. E. I.—

A PROGRAM OF COOPERATIVE AID

By JOHN M. TURNBULL

Formed in 1950, the Area Development Committee of E.E.I. has a series of broad objectives aimed at helping the various programs of member utilities and promoting cooperation among these companies and other agencies working in the development field. Detailed here by a member of the committee is the committee's program.

A native of Scotland, John Turnbull has been with the Western Massachusetts Electric Company, Springfield, since 1927 and is presently director of industrial sales and area development for that utility.

The Area Development Committee, EEI, held its formal meeting or organization in Chicago, January 1950. An informal meeting of interested public utility officials had been held in St. Louis, August 1949. This was followed by a meeting of the Temporary Steering Committee, December 1949, attended by:

Messrs. Lee L. Davis, American Gas & Electric Co.; J. Frank Gaskill, Philadelphia Electric Co.; Paul V. Hayden, Connecticut Light & Power Co.; John H. Jones, Monongahela Power Co.; George R. Keegan, Western Massachusetts Electric Co.; D. E. Steward, Carolina Power & Light Co.; W. J. Ridout, Edison Electric Institute.

In 1951 the name was changed to Area Development Committee. It had included representatives from all sections of the nation.

In October 1958 the Area Development Committee was transferred from the General Division to the Commercial Division (now the Sales Division), of EEI. This move placed this activity more in keeping with the usual company practice.

Cope of Activities — 1949 — Rural & Urban Development Committee:

To study, compile and exchange information with respect to programs and materials used by electric companies to aid in the development of the areas they serve and with respect to cooperation between electric companies and other organizations also working for such developments.

Following are the major subjects in which the Committee is interested and to which it directs its attention:

1. **Community Development** — In this field the Committee directs its attention to problems that relate to sound planning, zoning and traffic regulations . . . recreational, cultural and educational facilities . . . housing . . . business-education days . . . clean-up, paint-up campaigns . . . sanitation, highways and streets, fire protection, municipal operations . . . and other matters that play an important part in making communities better places in which to live and work. The Committee's purpose is to make information about such matters, when of general interest, readily available to the industry.
2. **Industrial Development** — The Committee's objective in this field is to the end that member companies will have data on programs used throughout the industry. The Committee may also investigate, gather information, make studies, and develop reports on related matters of general interest on the subject within or outside the electric industry.
3. **Natural Resources and Agricultural Development** — In this field, the Committee studies and compiles data on complete river basin development, with particular emphasis on local small stream problems, including flood control and pollution, wild life protection, conservation, and related subjects. It is concerned with programs for the conservation, development, and wider use of land, forests, and natural resources.
4. **Recreational and Travel Development** — The Committee

studies and compiles data and makes reports on activities related to this subject — particularly as they concern the housing, feeding, and transportation of tourists, and development of existing and potential recreational areas, facilities, and attractions.

In June 1948, A. C. Spurr, then President, Monongahela Power Co. circulated a questionnaire to determine what the electric power industry was doing to aid development in the communities they served. The results were most enlightening and gratifying, and were sent to EEI headquarters early in 1949.

Post-war planning was being engaged in by many utilities at this time. This, coupled with the timely revelation that the fine works of electric companies at the community level were relatively unknown, brought about the realization that not only could the electric companies correlate and profitably organize their area development activities but that they also had a good and proper opportunity to more adequately let their good works be known. It was enlightened self-interest where our service was good and the price right, that we must also be good neighbors, showing good citizenship by assuming our place in civic affairs — and all the while engaging in important development work as a legitimate promotion of our own interests.

This is the only committee within EEI where the members meet as competitors; although, in the larger sense, all EEI committee members contribute to the development of their own areas through the exchange of information on improved operational techniques.

Each member company of the Area Development Committee operates in economic areas having individual characteristics, where the major economies may be agriculture, mining, manufacturing and combinations of them.

It is this difference of individual operations which has made it difficult for the committee to set up a suggested uniform chart of company operation pertaining to area development activities.

Nevertheless, the areas of sameness in our broad objectives, taken together with our common purpose of preserving and strengthening our private enterprise system, means that collectively we have very much more in common and at stake than whatever our local differences of operations might appear to amount to.

In 1959, 132 electric companies had area development activities — whereas the number in 1949 was only about 21.

It is a forum committee. It has provided for that essential exchange of information among EEI members. Lists of activities, informative articles, methods and areas of community operations have been compiled and exchanged.

Members of the Committee have cooperated in the referral of industrial prospects.

In 1958, the film "Plan for Prosperity" was released. Produced under the supervision of the Committee this 28-minute, 16 mm, sound color film was designed to awaken communities to the need for long-range planning. It does not show how to plan but does show the need for a sound planning program. (As

The Committee also produced an attractive 16-page booklet, "The Key to Your Community's

Next time you're thinking about that expansion or move we'd like to have you

LOOK AT FLORIDA

There are many good locations, but only one is best for you. Many have already discovered that for them

FLORIDA IS BEST

These are the reasons . . .
Ideal year-round working and living conditions.
Ease of recruiting engineers and highly-skilled technicians.

RAPIDLY-EXPANDING POPULATION

and consumer markets and basically favorable State tax structure.

We'll be happy to help you with plant location surveys covering manpower, markets, plant sites, as well as educational, cultural and other economic factors.

Why not take a

PERSONALLY-CONDUCTED TOUR

to investigate Florida communities and see for yourself.

Send for a set of our

FREE PANORAMIC MAPS

showing Florida from the Gulf of Mexico to the Atlantic Ocean.

For information or assistance write, wire or phone
ANDREW H. HINES, JR.,
DIRECTOR OF AREA DEVELOPMENT,

FLORIDA POWER CORPORATION

ST. PETERSBURG, FLORIDA
TEL. 5-2151

Future" for use primarily as a film audience handout piece.

The Annual Workshops have provided current discussions on the latest changes in the numerous aspects of area development, and have drawn attendance from electric companies in every section of U S A, and visitors from Canada and Mexico.

The original committee envisioned their task in this light:

Development people have a big job — it calls for dramatizing and glamourizing — selling the idea of an attitude and state of mind — if we build up our communities and contribute toward preserving the spirit of free enterprise, we will exhibit the highest kind of patriotism — a goal of this type makes development really a big chips game.

Steel-

-one of many

Baltimore competitive advantages

If you use steel in your manufacturing operations, a plant site in the Baltimore area offers definite advantages. The world's largest steel plant and two huge stainless steel producers are close-by neighbors. Steel can be supplied promptly with substantial savings on delivery costs.

Let us make an individual Plant Location Study for you. We'll give you clear-cut facts. You evaluate them in terms of your business needs. There's no obligation and your inquiry will be held in strict confidence. Just mail the coupon below, attached to your letterhead.

BALTIMORE GAS and ELECTRIC COMPANY *Serving one of America's great industrial centers*

Baltimore Gas and Electric Co.
Industrial Development Service
1102 Lexington Building, Baltimore 3, Md.

I would like to have you make a special Plant Location Study for us.

Name .....

Title .....

Firm .....

Address .....

City ..... State .....

THESE UTILITIES CAN HELP YOU!

Following is a list of electric utility companies in the United States and possessions, as well as in Canada, which have active area development departments from which you may get help on site selection and plant location problems. Those companies for which information about service area, generating capacity and so on is given were the ones answering a special questionnaire sent out by I.D. Others on the list, marked by an asterisk, are those for which a questionnaire was not returned.

CODE CLASSIFICATION DATA

(A) Assisting communities in organizing development programs at local levels.
(B) Promoting community improvement programs.
(C) Conducting research on assets and resources of the area.
(D) Advertising area and soliciting industrial inquiries.
(E) Responding to inquiries and assisting prospects in actual site studies.
(F) Assisting in obtaining sources of finance for plant location.
(G) Making or having made community audits or surveys, keeping master file.
(H) Conducting home town improvement contest, main street modernization, etc.
(I) Advertising in national periodicals.
(J) Preparing and mailing brochures, handling direct mail programs.
(K) Setting up or helping set up planning and zoning programs.
(L) Producing or distributing motion pictures for educational promotion use.
(M) Purchasing research studies or retaining consultants to study area potential.
(N) Holding workshops, orientation sessions at local level.
(O) Helping set up local foundations or develop corporations.
(P) Participating in financing organizations.
(Q) Owning or planning ownership of industrial sites.
(R) Other:

* Questionnaire not returned.

ALABAMA

Alabama Electric Cooperative, Inc.
John Hill
Montgomery Highway
Andalusia, Alabama *

Alabama Power Company, 600 North 18th Street, Birmingham 2, Alabama. W. Cooper Green, executive vice president. The privately-owned utility serves an area of 44,500 square miles and a population of 2.561 million in Alabama. It has a generating capacity of 2 million kw and 4.8 million kw through interconnections.
A, B, C, D, E, F, G, I, J, M, N.

ARIZONA

Arizona Public Service Company, 501 South Third Avenue, Phoenix, Arizona. A. V. K. Babcock, Manager, Area Development Department. The privately-owned utility serves an area of 40,000 square miles and a population of 720,000 in Arizona. It has a generating capacity of 628,500 kw and 240,900 kw through interconnections.
A, B, C, D, E, F, G, H, I, J, K, L, M, N, O.

The Tucson Gas, Electric Light & Power Company
W. D. Brooks
35 West Pennington Street
Tucson, Arizona *

ARKANSAS

Arkansas-Missouri Power Company
104 S. Fifth Street
Blytheville, Arkansas *

Arkansas Power & Light Company
J. A. Dildy
Fourth and Louisiana Streets
Little Rock, Arkansas *

CALIFORNIA

Department of Water and Power of Los Angeles, 207 South Broadway, Los Angeles 12, California. Chester H. Dye, Manager, Area Development. The public-owned utility serves an area of 459 square miles and a population of 2.460 million in California. It has a generating capacity of 1.843 million kw.
A, B, C, D, E, F, G, H, K.

Southern California Edison Company
F. J. Rohring
601 West Fifth Street
Los Angeles, California *

California Electric Power Company
3771 Eighth Street
Riverside, Calif.*

Sacrameto Municipal Utility District
Marlin N. Davis
Industrial Department
Box 2991
Sacramento, California *

California Electric Power Company, 2882 Foothill Boulevard, San Bernardino, Cali-

fornia. W. E. Vaughn, Jr., Industrial Sales Supervisor. The privately-owned utility serves an area of 52,200 square miles and a population of 490,000 in Nevada, California, and Sonora, Baja, Mexico. It has a generating capacity of 427,200 kw and 120,000 kw through interconnections.
A, C, D, E, I, J, L.

SanDiego Gas & Electric Company
861 Sixth Avenue
San Diego 12, California *

California-Pacific Utilities Company
405 Montgomery Street
San Francisco, California *

Pacific Gas & Electric Company
J. S. Walsh
245 Market Street
San Francisco, California *

Santa Clara Municipal Electric Department
509 Benton Street
Santa Clara, California *

COLORADO

Public Service Company of Colorado, 900 Fifteenth Street, Denver, Colorado. Gordon Parker, Director of Area Development. The privately-owned utility serves a population of 1.25 million in Colorado. It has a generating capacity of 835,000 kw and 25,000 kw through interconnections.
A, C, E, F, G, K, L, M.

Colorado Central Power Company
3470 South Broadway
Englewood, Colorado *

Home Light & Power Company
810 Ninth Street
Greeley, Colorado *

Western Colorado Power Company
423 Main Street
Montrose, Colorado *

Southern Colorado Power Company
115 W. Second Street
Pueblo, Colorado *

CONNECTICUT

The Connecticut Light and Power Company, Selden Street, Berlin, Connecticut. Robert P. Lee, Area Development Manager. The privately-owned utility serves an area of 3,286 square miles and a population of 957,300 in Connecticut. It has a generating capacity of 820,150 kw and 1,793 million kw through interconnections.
A, B, C, D, E, F, G, H, I, J, K, L, N, O, P.

The Housatonic Public Service Company, 33 Elizabeth Street, Derby, Connecticut. Stuart T. Hotchkiss, development engineer. Privately owned, the company serves an area of 180 square miles in Connecticut and a population of 112,000. It has a total generating capacity of 20,800 and 1.6 million kw provided through interconnection.
A, B, E, F, H, K, M, O.

Bozrah Light & Power Co., Gilman, Connecticut. John M. Civitello, Manager, Power Sales Department. The privately-owned utility serves an area of 75 square miles and a population of 2,000 in Bozrah, Lebanon, Montville, Salem, and Colchester, Connecticut. It has a generating capacity of 250 KVA.
A, B, E, F, H, K, M, O.

The Hartford Electric Light Company
Frank H. Icaza
266 Pearl Street
Hartford, Connecticut *

The United Illuminating Company, 80 Temple Street, New Haven, Connecticut. E. B. Haskell, Manager, Commercial & Industrial Department. The privately-owned utility serves an area of 311 square miles and a population of 600,000 in New Haven. It has a generating capacity of 435,000 kw and 23,000 kw through interconnections.
A, C, D, E, F, G, I, J, K, L, N, O, P.

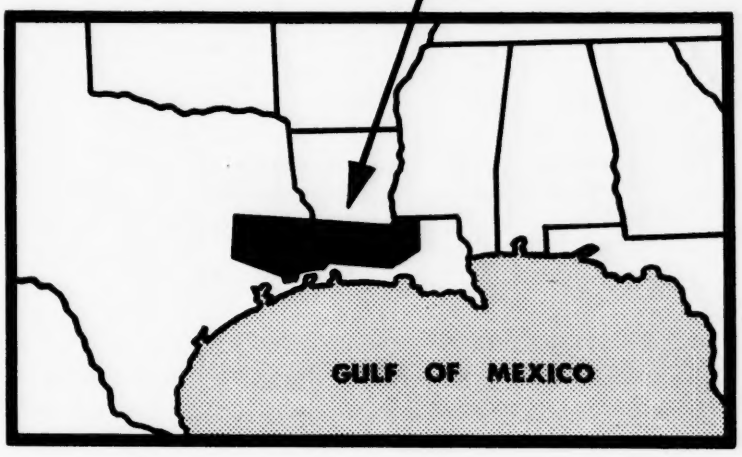
DELAWARE

Delaware Power & Light Company
600 Market Street
Wilmington, Delaware *

DISTRICT OF COLUMBIA

Potomac Electric Power Company, 929 E Street, N.W., Washington 4, D. C. J. S. Bartlett, Manager, Area Development. The privately owned utility serves an area of 643 square miles and a population of 1.52 million in the District of Columbia and parts of Maryland and Virginia. It has a generating capacity of 1.237 million kw and 35,000 kw through interconnections.
B, C, D, E, J, K, L.

Let us be your guide to a good part of the Gulf Coast



We will gladly provide your company with up-to-date, factual information on markets, resources and plant sites in the Louisiana-Texas area we serve.

Your inquiry will be answered promptly and treated confidentially. Write to:

AREA DEVELOPMENT DEPARTMENT
GULF STATES UTILITIES COMPANY
BEAUMONT, TEXAS

Division Offices: Baton Rouge and Lake Charles, Louisiana; Navasota, Port Arthur and Beaumont, Texas

THE BIG MOVE IS TO SOUTHERN NEW JERSEY

Industries are making the move to Southern New Jersey because there is ample water supply . . . available contented labor . . . cooperative communities . . . moderate climate . . . abundant electric power.

FOR YOU . . . more than 200 specific plant locations are available.

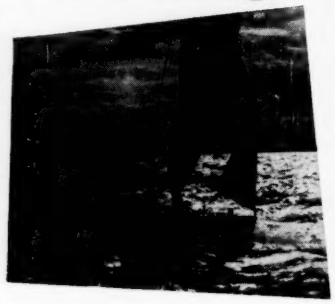
Our Company stands ready to be of help to industries considering the Big Move.

Write or phone
Manager of Area Development
Department D-1

ATLANTIC CITY
THE SOUTHERN NEW JERSEY SYSTEM
ELECTRIC COMPANY

1600 PACIFIC AVE., ATLANTIC CITY, N. J.

This is Living...



In Northwest

FLORIDA

Here is sunny Northwest Florida — along the snow-white sand beaches of the upper Gulf Coast — the things that make life worth living are just minutes away from your work . . . year 'round deep sea and freshwater fishing (the finest in the land) . . . hunting, boating, golf and outdoor sports of all kinds . . . modern housing, fine educational and cultural facilities.

For more information about the matchless advantages Northwest Florida can offer you and your business, write

GULF POWER

Box 1151 • Pensacola, Florida

ELECTRIC UTILITIES

FLORIDA

Florida Power & Light Company
D. P. Caldwell
25 S.E. second Avenue
Miami, Florida *
Gulf Power Company
H. W. Olcott
P.O. Box 1151
Pensacola, Florida *
Gulf Power Company
A, D, E, G, I, L, O.

Florida Power Corporation, 101 Fifth Street South, St. Petersburg, Florida. Andrew H. Hines, Jr., Director, Area Development Department. The privately-owned utility serves an area of 20,600 square miles and a population of 1.5 million in Florida. It has a generating capacity of 738,000 kw and 780,000 kw through interconnections.
A, B, C, D, E, G, I, J, K, L, M, N.
Tampa Electric Company
Mr. Pierce Woods
Manager-Industrial Development Department
Dale Mabry & Memorial Boulevard
Tampa, Florida *
Florida Public Utilities Company
338 Datura Street
West Palm Beach, Florida *

GEORGIA

Georgia Power Company, Box 1719, Atlanta 1, Georgia. Eugene A. Yates, Jr., Vice-President. The privately-owned utility serves an area of 57,160 square miles and a population of 3 million in Georgia. It has a generating capacity of 1,831 million kw.
A, B, C, D, E, F, G, I, J, K, M, N, O, R.

Crisp County Power Commission, P.O. Box 302, Cordele, Georgia. John M. Mohl, Director of Public Relations. The public-owned utility serves and area of 277 square miles and a population of 17,000 in Crisp County. It has a generating capacity of 34,500 kw and 4,500 kw through interconnections.
A, B, C, D, E, F, G, J, K, M, O, P, Q, R.
Savannah Electric & Power Company
27 W. Bay Street
Savannah, Georgia *
Georgia Power & Light Company
901 N. Patterson Street
Valdosta, Georgia *

HAWAII

Hilo Electric Light Company
1200 Kilauea Avenue
Hilo, Hawaii *
Hawaiian Electric Company Ltd.
Rollin C. Bacher, Director — Industrial Development
900 Richards Street
Honolulu, Hawaii *

IDAHO

Idaho Power Company
O. C. Mayer
1220 Idaho Street
Boise, Idaho *
A, B, C, D, E, F, G, J, K, L, N, O, Q.

Kootenai Rural Electrification Association, Inc. 117 Coeur D'Alene Avenue, Coeur D'Alene, Idaho. James E. McKinnon, Commercial Manager. An REA Cooperative, it serves an area of 2,268 square miles and a population of 36,680 in Kootenai, Bonner, Benewah Counties in Idaho and Spokane County, Washington, It has a generating capacity of 20,000 KVA provided through interconnections.
A, B, C, D, G, H, J, L, M, N, Q.

ILLINOIS

Chicago Bureau of Electricity
City Hall
Chicago, Illinois *
Commonwealth Edison Company
72 W. Adams Street
Chicago, Illinois *

Illinois Power Company, 500 South 27th Street, Decatur, Illinois. Charles W. McCaulla, Industrial Development Engineer. The privately-owned utility serves an area of 14,899 square miles and a population of 1.085 million in Illinois. It has a generating capacity of 1.05 million kw.
C, D, E, G, L, M, P.

Central Illinois Light Company, 300 Liberty Street, Peoria, Illinois. Mark B. Townsend, Area Development Director. The privately-owned utility serves an area of 2,500 square miles and a population of 450,000 in Illinois.

Central Illinois Electric and Gas Co., 303 North Main Street, Rockford, Illinois. Sheldon A. Coxhead, Commercial Sales Director. The privately-owned utility serves an area of 1,927 square miles and a population of 270,000 in Illinois. It has a generating capacity of 158,000 kw and 10,000 kw through interconnections.
B, C, D, E, F, G, J, K, L.
Central Illinois Public Service Company
607 E. Adams Street
Springfield, Illinois *

INDIANA

Southern Indiana Gas & Electric Cooperative
20 N.W. Fourth Street
Evansville, Indiana *
Indiana & Michigan Electric Company
2101 Spy Run Avenue
Ft. Wayne, Indiana *
Public Service Company of Indiana
J. F. Purcell
Director of Public Relations
5265 Holman
Hammond, Indiana *

Indianapolis Power & Light Company
25 Monument Circle, Indianapolis 6, Indiana. Royer K. Brown, Director, Area and Market Development Division. The privately-owned utility serves an area of 528 square miles and a population of 665,000 in Indiana. It has a generating capacity of 735,000 kw.
A, B, C,E, F, G, H, J, K, N, P.
Public Service Company of Indiana, Inc.
1000 E. Main Street
Plainfield, Indiana *

IOWA

Iowa Electric Light & Power Company
Security Building
Cedar Rapids, Iowa *
Iowa Southern Utilities Company
V. C. Price
317 North 13th Street
Centerville, Iowa *
Iowa-Illinois Gas & Electric Company
206 E. Second Street
Davenport, Iowa *

Iowa Power & Light Company, 823 Walnut, Des Moines. J. A. Sayre, vice president-manager of commercial development. The privately-owned company serves an Iowa area of 5,600 square miles with a population of 500,000 and has a total generating capacity of 360,000 kw.
A, B, D, E, F, G, I, J, L, M, O, P.
Interstate Power Company
L. L. Peterson
1000 Main Street
Dubuque, Iowa *
Iowa Public Service Company
C. E. Murphy
Orpheum Electric Building
Sioux City, Iowa *

KANSAS

Central Kansas Power Company
111 E. 11th Street
Hays, Kansas *
Minneapolis Municipal Light, Water & Power Department
101 W. Second Street
Minneapolis, Kansas *
Kansas Power & Light Company
800 Kansas Avenue
Topeka, Kansas *

Kansas Gas and Electric Company, 201 N. Market, Box 208, Wichita 1, Kansas. George E. Billings, Director, Industrial Development Services. The privately-owned utility serves an area of 8,000 square miles and a population of 483,446 in Kansas. It has a generating capacity of 618,000 kw and 210,000 kw through interconnections.
A, B, C, D, E, F, G, I, J, K, L, M, N, O, P.

KENTUCKY

Kentucky Utilities Company
120 South Limestone Street
Lexington, Kentucky *
Louisville Gas & Electric Company
311 W. Chestnut Street
Louisville, Kentucky *

LOUISIANA

Central Louisiana Electric Company
528 Monroe Street
Alexandria, Louisiana *

Louisiana Power & Light Company, 142 Delaronde Street, New Orleans 14, Louisiana. Joseph M. Mooney, Area Development Manager. This privately owned util-

* Questionnaire not returned.

350 CAROLINAS PLANT LOCATION POSSIBILITIES

Tell us your needs. We may well have not just one but *several* sites that meet your requirements. You'll receive detailed data promptly. Complete up-to-date information on any one of 350 Carolina communities is yours for the asking.

Contact D. E. Stewart, Area Development Manager, Raleigh, N. C. TEmple 2-4611.

CONFIDENTIAL

We know how important it is to keep your inquiry in strictest confidence. Frankly, it is equally important to us.

CAROLINA POWER & LIGHT COMPANY

Now going up—67,200-sq.-ft. "shell" plant

will finish to your specifications

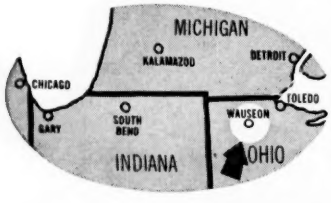
Built by Ohio Industrial Parks, Inc.

- *In fully developed 40-acre industrial park in Wauseon, Ohio*
- *With access roads, water, sewers and all utilities installed*
- *Easy access to the Ohio Turnpike*
- *Served by New York Central, Wabash and Detroit Toledo & Ironton Railroads*

For sale or lease: Shell building with steel framework, 20-year built-up roof and 2 curtain walls of insulated metal panels. All flooring, plumbing, wiring and heating to be completed to your specifications. Bay size — 40 x 30 feet. Ceiling height — 16 feet.

Ideally located in the industrial heart of America, Wauseon offers nearness to the great metropolitan markets of the Midwest combined with the advantages inherent in a small-town labor supply primarily dependent on a rural economy.

For further information, please wire or write R. E. Johnson, Industrial Development Department, The Toledo Edison Company, Toledo, Ohio. Phone CHerry 2-5731.



TOLEDO EDISON

This advertisement contributed by the Toledo Edison Co. in the interests of Area Development

ity services a population of 786,000 and an area of 19,000 square miles in Louisiana. It has a generating capacity of 691,700 kw and 2.243 million kw through interconnections.
A, B, C, D, E, G, J, K, M, N, O.

New Orleans Public Service Inc., 317 Baronne Street, New Orleans 9, Louisiana. J. F. Morton, Industrial Sales Manager. The privately-owned utility serves an area of 200 square miles and a population of 650,000 in New Orleans. It has a generating capacity of 543,000 kw.
A, B, C, D, E, F, G, I, J, K, M.

Southwestern Electric Power Company 428 Travis Street, Shreveport, Louisiana. John B. Struwe, manager-industrial development department. Privately owned, the company serves a total area of 25,000 square miles and a population of 543,900 in Northeast Texas, Western Arkansas and Northwest Louisiana. It has a total generating capacity of 627,300 kw and 44,300 kw provided through interconnection.
A, B, D, E, G, H, I, J, O, P.

MAINE

Central Maine Power Company
9 Green Street
Augusta, Maine *

MARYLAND

Baltimore Gas and Electric Company Lexington Building, Lexington and Liberty Streets, Baltimore 3, Maryland. Robert J. George, industrial development engineer. Privately-owned, the company serves an area in Maryland of 2,285 square miles and a population of 1,800,000. It has a total generating capacity of 1,089,500 kw and 385,000 kw additional generating capacity available through interconnection.
A, D, E, F, I, J, K, O.

Potomac Edison Company
Hagerstown, Maryland *

Potomac Light & Power Company
Hagerstown, Maryland *

South Penn Power Company
Hagerstown, Maryland *

Eastern Shore Public Service Company of Maryland
114 N. Division Street
Salisbury, Maryland *

Eastern Shore Public Service Company of Virginia
114 N. Division Street
Salisbury, Maryland *

MASSACHUSETTS

Boston Edison Company
182 Tremont Street
Boston 12, Massachusetts *

New England Electric System, 441 Stuart Street, Boston, Massachusetts. Wm. M. F. Seymour, area development manager. The privately-owned company serves a total area of 4,585 square miles and a population of 2,339,000 in Massachusetts, Rhode Island, and New Hampshire. It has a total generating capacity of 1,486,630.
A, B, D, E, F, H, I, J, K, L, N, O.

New England Power Company
441 Stuart Street
Boston, Massachusetts *

Southern Berkshire Power & Electric Company
10 Castle Street
Great Barrington, Massachusetts *

Northern Berkshire Electric Company
21 Bank Street
North Adams, Massachusetts *

Western Massachusetts Electric Company
John M. Turnbull
Director-Industrial Sales & Area Development
P.O. Box 10
West Springfield, Massachusetts *

MICHIGAN

Detroit Edison Company
V. S. Madison
Director-Area Development
2000 Second Avenue
Detroit, Michigan *

Consumers Power Company, 212 West Michigan Avenue, Jackson, Michigan. H. L. Brewer, director of area development. The privately-owned company serves a Michigan area of 28,500 square miles. It has a total generating capacity of 2,301,762 kw and 380,000 kw additional generating capacity available through interconnections.
A, B, C, D, E, F, G, I, J, K, L, N, O, P.

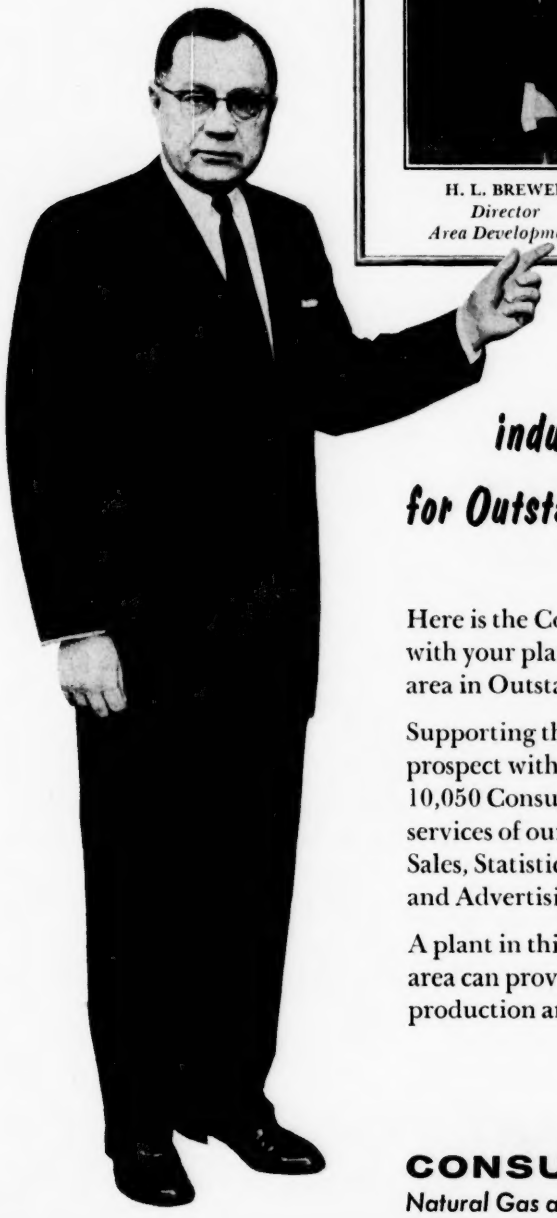
* Questionnaire not returned.

D. E. Karn
CONSUMERS POWER COMPANY
President, Says...

H. L. BREWER
Director
Area Development

J. O. COATES
Engineer
Area Development

B. G. CAMPBELL
Vice President
In Charge Of Marketing

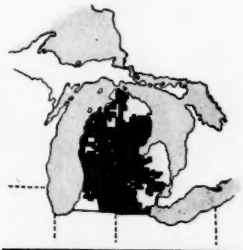


"YOU are invited to call on our industrial development specialists for Outstate Michigan"

Here is the Consumers team that will help you with your plant locations in our 28,500 square mile service area in Outstate Michigan.

Supporting this trio in their efforts to really help a prospect with a plant location problem are 10,050 Consumers employees and the services of our Engineering, Land, Sales, Statistical, Personnel, Tax, Forestry and Advertising departments.

A plant in this fast-growing midwestern area can provide you with a bright production and sales future.



Shading on map shows territory served by Consumers Power Company

CONSUMERS POWER COMPANY
Natural Gas and Electric Service
GENERAL OFFICES . . . *Jackson, Michigan*

Michigan Gas & Electric Company
108 E. Michigan Avenue
Three Rivers, Michigan *

MINNESOTA

Minnesota Power & Light Company
30 W. Superior Street
Duluth, Minnesota *
Otter Tail Power Company
Cyrus C. Wright
215 South Cascose Street
Fergus Falls, Minnesota *
Montana Dakota Utilities Company
Robert Naylor
831 Second Avenue, South
Minneapolis, Minnesota *
Northern States Power Company, 15 South 5th Street, Minneapolis 2, Minnesota. Robert F. Mueller, Supervisor-industrial development. The privately-owned company serves an area of 40,000 square miles and a population of 2,400,000 in Minnesota, North Dakota, South Dakota, and Wisconsin. It has a total generating capacity of 1,700,000 kw.
A, C, D, E, G, H, I, J, K, L, M, N, O.
Mississippi Valley Public Service Company
79 E. Third Street
Winona, Minnesota *

MISSISSIPPI

Mississippi Power Company, Gulfport. W. L. Wood, manager, New Industries Department. The privately-owned utility serves 23 counties, an area of 11,500 square miles and a population of 639,000 in Mississippi. It has a generating capacity of 241,600 kw and 4.2 million kw through interconnections.
A, B, C, D, E, F, G, H, I, J, L, N, O.
Mississippi Power & Light Company, Electric Building, Jackson. F. G. Smith, director, area development. Privately-owned, the company serves an area of 23,000 square miles and a population of 1.2 million in Mississippi. Generating capacity of 673,000 kw and 2,907 million kw is available through interconnection.
A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q.

Kosciusko Water & Light Department, Kosciusko, Mississippi. Charles S. Henderson, e xecutive director. This publicly-owned firm serves nine square miles of territory and a population of 8,500. It has a generating capacity of 1,500 kw.
A, C, D, E, F, G, I, J, K, M, N, O, P, R.

MISSOURI

Missouri Utilities Company
400 Broadway
Cape Girardeau, Missouri *
Missouri Power & Light Company
F. N. Saunders
Manager-Industrial Sales
106 West High Street
Jefferson City, Missouri *
The Empire District Electric Company, 602 Joplin Street, Joplin, Missouri. Reg. K. Barratt, director of industrial development. The privately-owned firm serves an area of 10,000 square miles and a population of 300,000 in Missouri, Kansas and Oklahoma. Generating capacity is 166,000 kw, with 50,000 kw provided through interconnections.
A, C, D, E, F, G, I, J, N, O.
Kansas City Power & Light Company, 1330 Baltimore Avenue, P.O. Box 679, Kansas City 41, Missouri. Glenn S. Young, Director of Area Development. The privately-owned utility serves an area of 4,800 square miles and a population of 800,000 in Kansas City. It has a generating capacity of 900,000 kw and 125,000 kw through interconnections.
C, D, E, F, G, J, M, N.
Missouri Public Service Company, 10700 East 50 Highway, Kansas City 38. James W. Stephens, executive assistant and director of area development. A private utility, the company serves an area of 9,978 square miles and a population of 307,000 in western Missouri. Generating capacity is 87,200 kw and 48,310 kw through interconnections.
A, B, C, D, E, F, G, J, K, L, N, O, P, Q.
Missouri Edison Company
123½ N. Fourth Street
Louisiana, Missouri *
St. Joseph Light & Power Company
520 Francis Street
St. Joseph, Missouri *
Union Electric Company, 315 North Twelfth Blvd., St. Louis 1, Missouri. J. Eugene Johanson, manager of industrial development. Privately-owned, the company has a service area of 19,180 square miles in Missouri, Illinois and Iowa, with a population of 2,192 million. Generating capacity is 2 million kw, and 3.5 million kw is provided through interconnections.
A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q.

MONTANA

Montana Power Company
40 E. Broadway
Butte, Montana *
Montana Light Power Company
Troy, Montana *

NEBRASKA

Nebraska Public Power System
14th St. & 25th Avenue
Columbus, Nebraska *

NEVADA

Southern Nevada Power Company
Curtiss Waite
Industrial Representative
Fourth and Stewart Avenue
Las Vegas, Nevada *
Sierra Pacific Power Company
B. E. Lowe
220 South Virginia Street
Reno, Nevada *

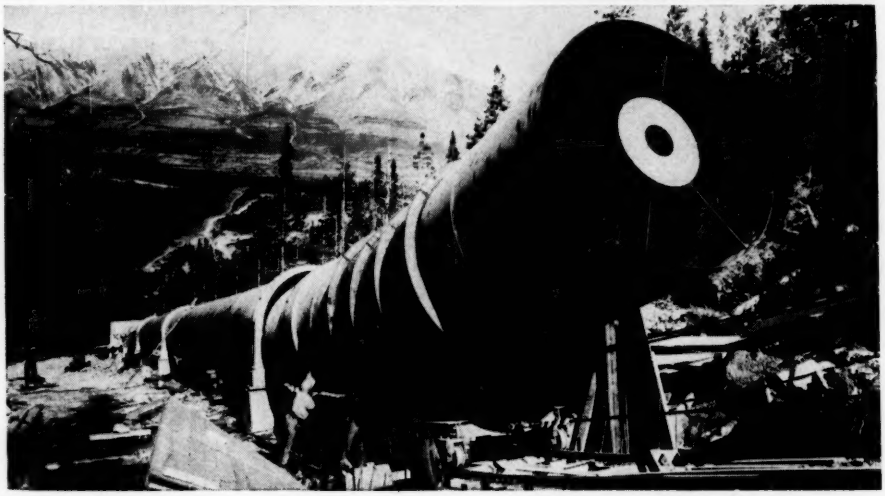
NEW HAMPSHIRE

New Hampshire Electric Company
1087 Elm Street
Manchester, New Hampshire *
Public Service Company of New Hampshire
1087 Elm Street
Manchester, New Hampshire *

NEW JERSEY

Jersey Central Power & Light Company
501 Grand Avenue
Asbury Park, New Jersey *

Calgary Power's Spray Plant Extension Provides



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These giant penstock pipes will be, by the autumn of 1960, the pipeline to more power for Alberta industry. By that time, the $6,500,000 extension to Calgary Power's Spray Hydro Plant will be completed, with a resultant doubling of plant capacity to 100,000 kilowatts.

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SERVING THE PROVINCE OF ALBERTA

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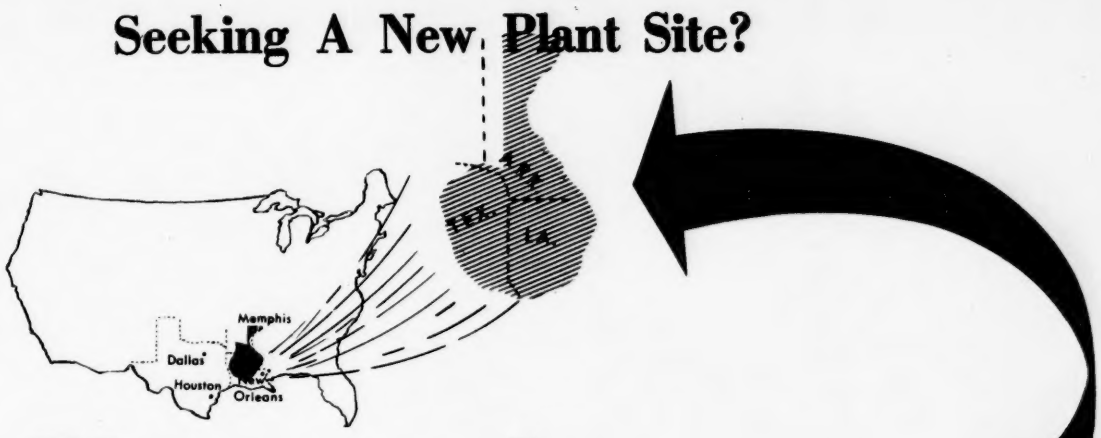
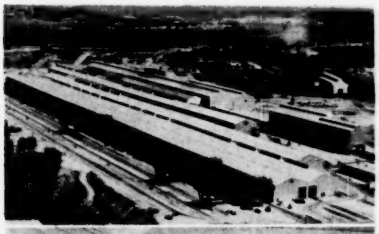


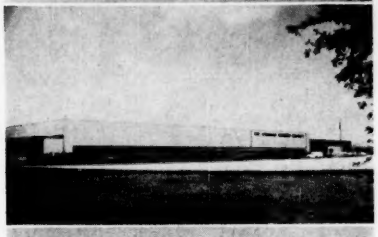
This is the area

198 Industries expanded or located in this area in the period from 1948-1958. Included are:



Lone Star Steel
Lone Star, Texas

Daisy Mfgr. Co.
Rogers, Ark.



Standard Register Co.
Fayetteville, Ark.

R. G. LeTourneau, Inc.
Longview, Texas

This Fast Growing Area of the Southwest Offers Economic Advantages You May Need

(Choose From 154 Towns and Cities)

LABOR
Right-to-work laws in Texas and Arkansas
Proven productivity of workers
Registered labor supply of intelligent and dependable people

TAXES
Sound tax policies (Low tax rates have attracted industries to this area.)
Texas does not have sales nor state income taxes.
Louisiana offers ten-year exemption from property taxes.

MARKETS
Communities in this region are geographically located for overnight shipments to metropolitan centers of the South.

TRANSPORTATION
10 Main Line Railways
15 Motor Freight Lines
4 Air Lines
Network of paved highways

RAW MATERIALS
Natural Gas (large reserves—attractive rates)—Oil
Salt—Iron Ore—Barite
Coal—Lignite—Diamonds
Clay—Sand—Gravel
Forests (In Heart of Pine Timber Belt)

WATER AND POWER
9 Major Lakes (others planned)—Over 40" of rainfall annually
Electric Power—Over 700,000 KW generating capacity

CLIMATE AND LIVABILITY
Moderate Climate—Outdoor golf and fishing 12 months of year
114 four-year colleges and 59 two-year junior colleges are within 300 miles.

SITES AND BUILDINGS
Write for description of available buildings
Financial assistance for growing companies

For more information call or write: **John B. Struwe, Mgr. Industrial Development Dept.**
SOUTHWESTERN ELECTRIC POWER COMPANY, Shreveport, La., Phone 3-5121

Atlantic City Electric Company, 1600 Pacific Avenue, Atlantic City, New Jersey. Mark D. Ewing, manager of area development. The privately-owned company serves a Southern New Jersey area of 2,700 square miles. It has a total generating capacity of 411,000 and 92,000 kw provided through interconnection.
A, B, C, D, E, F, G, I, J, K, L, O, P.

Rockland Electric Company
231 Closter Dock Road
Closter, New Jersey *

Jersey Central and New Jersey Power & Light Companies, 400 East Main Street, Denville, New Jersey. W. G. Parry, assistant vice president. The privately-owned company serves the state of New Jersey only, an area with 3,256 square miles (43% of area of state of New Jersey) with a population of 1,055,000. It has a total generating capacity of 639,000 kw and 2,268,000 kw provided through interconnection.
A, B, C, D, E, F, G, I, J, K, L, M, O, P.

Public Service Electric & Gas Company
C. S. Cronkright
80 Park Place
Newark, New Jersey
A, B, D, E, F, G, I, J, K, L, M, O, P.

NEW MEXICO

Public Service Company of New Mexico
424 Central Avenue
Albuquerque, New Mexico *

New Mexico Electric Service Corporation
221 E. Dunham Street
Hobbs, New Mexico *

NEW YORK

New York State Electric & Gas Corporation
E. W. Bartley
Manager-Industrial Development
62 Henry Street
Binghamton, New York *

Long Island Lighting Company
E. V. Gray
250 Old Country Road
Mineola, New York *

American Electric Power Company, Inc.
30 Church Street
New York 8, New York *

American & Foreign Power Company
S. A. LaFaso
2 Rector Street
New York, New York *

Consolidated Edison Company of New York, Inc.
4 Irving Place
New York, New York *

General Public Utilities Corporation, 67 Broad Street, New York 4, New York. William J. Jamieson, area development director. The privately-owned company serves 43% of New Jersey and 45% of Pennsylvania, an area with 24,000 square miles and a population of approximately 2,800,000. It has a total generating capacity of 2,310,500 kw and is interconnected with 10 largest eastern electric power companies, with almost unlimited generating capacity available.
A, B, C, D, E, F, G, I, J, K, L, M, N, O, P.

Middle South Utilities, Inc.
2 Rector Street
New York, New York *

Orange & Rockland Utilities
Harry Hansen
Manager-Area Development
10 North Broadway
Nyack, New York *

The Patchogue Electric Light Company, 448 East Main Street, Patchogue, New York. Ira Rogers, Jr., manager, area development. The privately-owned company serves an area in New York with 200 hundred square miles and a population of approximately 90,000. Power purchased from outside sources.
A, B, C, D, E, F, G, H, I, J, K, L, N, O.

Central Hudson Gas & Electric Corporation, South Road ,Poughkeepsie, New York. Charles H. Adler, industrial development director. Privately-owned, the company serves the seven counties bordering the Hudson River between New York and Albany, an area with 2,500 square miles and a population of 350,000 plus. It has a total generating capacity of 342.7 mw and normal closed interconnection circuits 225 mw. All interconnection circuits closed 358 mw.

Rochester Gas and Electric Corporation, 89 East Avenue, Rochester 4, New York. Kendall B. Castle, Jr., director of Industrial Development. A privately-owned firm, the company serves a New York state area of 2,310 square miles in which there is a population of 700,000. Generating capacity is 496,000 kw, and 67,000 kw are provided through interconnections.
A, C, D, E, F, G, I, J, K, L, R.

Niagara Mohawk Power Company
Richard F. Torrey
Director-Area Development
300 Erie Boulevard
Syracuse, New York
A, B, C, D, E, F, G, I, J, K, L, M, O, P.

NORTH CAROLINA

Duke Power Company
422 S. Church Street
Charlotte, North Carolina *

Carolina Power & Light Company, P.O. Box 1551, Raleigh, North Carolina. D. E. Stewart, manager, area development department. The privately-owned company serves areas in North Carolina and South Carolina with 30,000 square miles and a population in excess of 2 million. It has a total generating capacity of 1,391,000 kw — 207,000 under construction and 210,000 kw provided through interconnection.
A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P.

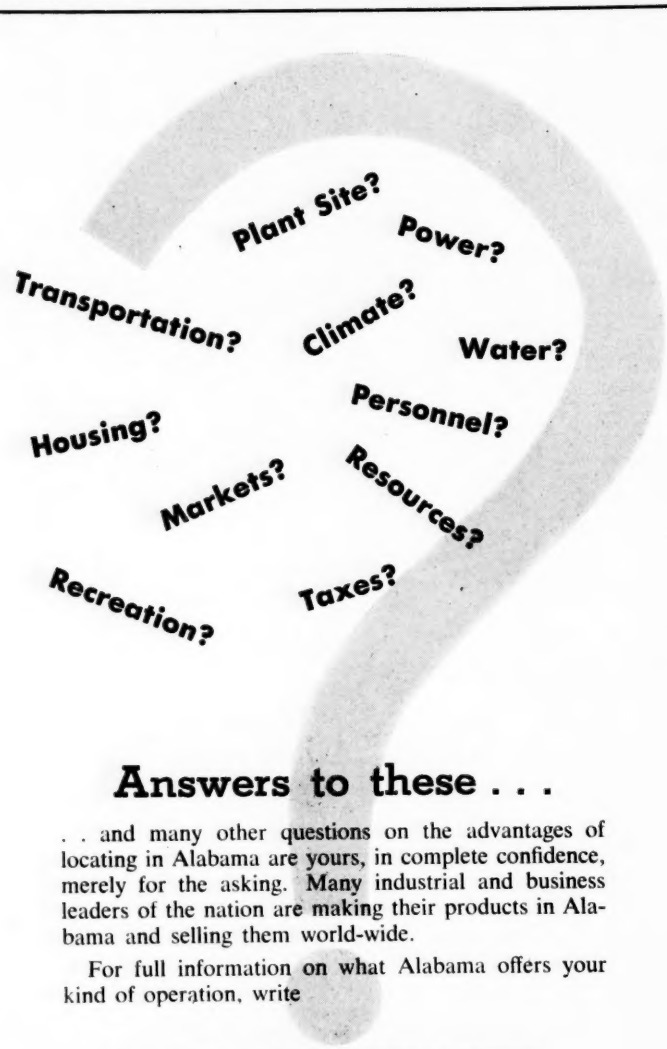
OHIO

Ohio Edison Company, 47 North Main Street, Akron 8, Ohio. C. A. Thrasher, general supervisor of area development. The private-investor owned company serves an Ohio area of 7,426 square miles and a population of 1,830,000. It has a total generating capacity of 1,727,500 kw and 710,000 kw provided through interconnection. (Exclusive of subsidiary, Pennsylvania Power Company.)
A, B, C, D, E, F, G, I, J, K, L, O, P, R.

Ohio-Midland Light & Power Company
10 S. High Street
Canal Winchester, Ohio *

Ohio Power Company, 301 Cleveland Avenue, S.W., Canton 2, Ohio. R. L. Wolf, director, area development. The privately-owned company serves 53 counties in Ohio, an area with 7,260 square miles and a population of 1,500,000. It has a

* Questionnaire not returned.



Answers to these . . .

. . and many other questions on the advantages of locating in Alabama are yours, in complete confidence, merely for the asking. Many industrial and business leaders of the nation are making their products in Alabama and selling them world-wide.

For full information on what Alabama offers your kind of operation, write

INDUSTRIAL DEVELOPMENT DIVISION

Alabama Power Company

Helping Develop Alabama

Birmingham 2, Alabama

If you are looking for an industrial location . . .

HERE'S HOW GPU *Site-Service* CAN HELP YOU!

Six years ago GPU *Site-Service* was set up to help growth-minded businessmen.

Although offered by an electric utility, its assistance far exceeds electric utility matters. It is a complete area development service.

At GPU headquarters and in the electric service companies, *Site-Service* offers you the assistance of plant location specialists. These specialists are ready to provide detailed information about an industrial area second to none. They will furnish economic data for individual communities and areas. They can answer your questions about labor, taxes, transportation, water, raw materials and services. Free of charge, they offer *first-hand* facts and figures that could cost you unnumbered man-hours to obtain.

What's more, *Site-Service* understands your problems. Its headquarters and area representatives know the special needs of industries of all types, large and small. They have on hand the specifications of existing buildings and available sites of all sizes. From among these can be selected those most suitable for your requirements. You are thus able to make the soundest possible final decision.

Contacting *Site-Service* is the first step towards locating for profitable growth within overnight shipping of 55 million consumers. Why not do it today? Your inquiry will receive prompt, *confidential* attention.

GPU *Site-Service* — the one central source of information for nearly half of Pennsylvania and New Jersey

GPU ELECTRIC POWER COMPANIES

Metropolitan Edison Co.
Pennsylvania Electric Co.
New Jersey Power & Light Co.
Jersey Central Power & Light Co.

GENERAL PUBLIC UTILITIES CORPORATION

Att: Wm. J. Jamieson, Area Development Director, Dept. ID-1 WHitehall 3-5600 67 Broad St., New York 4, N. Y.

total generating capacity of 2,409,000 kw and 5,279,000 kw provided through interconnection.
A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q.

Indiana-Kentucky Electric Corporation
P.O. Box 468
Chillicothe, Ohio *

Cincinnati Gas & Electric Company
Jerry Hurter
Fourth & Main Streets
Cincinnati, Ohio *

The Cleveland Electric Illuminating Company
Mr. R. L. Dechant
Manager-Area Development Department
75 Public Square
Cleveland, Ohio *

The Columbus & Southern Ohio Electric Company
William Welch
215 North Front Street
Columbus, Ohio *

The Dayton Power & Light Company, 25 North Main Street, Dayton 1, Ohio. C. J. Fuhrmann, manager of area development. Privately-owned, the company serves an area in Ohio with 6,041 square miles and a population of 1,095,000. It has a total generating capacity of 770,000 kw and 80,000 kw provided through interconnection.
A, B, C, D, E, F, G, I, J, K, L, M, N, O, P, Q.

Delaware Power & Light Company
600 Market Street
Delaware, Ohio *

The Toledo Edison Company, 420 Madison Avenue, Toledo 4, Ohio. Robert E. Johnson, manager of industrial development department. Privately-owned, the company serves an area in Ohio of 2,500 square miles. It has a total generating capacity of 655 mw and 135 mw provided through interconnection.
A, B, C, D, E, F, G, I, J, K, L, M, N, O.

ONE-STOP SERVICE
for all the facts regarding
the advantages of locating
your plant
IN ARIZONA
Arizona Public Service serves electricity and natural gas to over 200 communities throughout 40,000 square miles of the state.
Our Area Development Department knows ARIZONA and its BUSINESS CLIMATE.
We will be pleased to serve YOU!
ARIZONA PUBLIC SERVICE COMPANY
Serving Arizona... America at its Best
A.V.K. Babcock, MANAGER
AREA DEVELOPMENT DEPARTMENT
P. O. BOX 2591
PHOENIX, ARIZONA

OKLAHOMA

Oklahoma Gas & Electric Company, Box P. Q.
1498, Oklahoma City, Oklahoma. Don Anderson, manager of industrial development. This is a privately-owned company serving 30,000 square miles in Oklahoma and Arkansas, and a population of 1,100,000. It has a total generating capacity of 1,138,000 kw and 52,000 kw provided through interconnection.
A, B, C, D, E, F, G, H, I, J, L, M, O, P.

Public Service Company of Oklahoma
600 S. Main Street
Tulsa, Oklahoma *

OREGON

California Oregon Power Company
216 W. Main Street
Medford, Oregon *

Pacific Power & Light Company, Public Service Building, Portland, Oregon. Louis P. Growney, industrial development engineer. This privately-owned company offers services in the states of Oregon, Washington, Idaho, Montana, and Wyoming, a total area of 13,000 square miles and a population of approximately 1,070,000. It has a total generating capacity of 678,796 kw and approximately 11,000,000 kw provided through interconnection.
A, B, C, D, E, F, G, I, J, M, N.

Portland General Electric Company
Abe Hoss
Manager, Area Development
Portland, Oregon *

PENNSYLVANIA

Pennsylvania Power & Light Company
Ninth & Hamilton Streets
Allentown, Pennsylvania *

West Penn Power Company
J. C. Millin
Cabin Hill
Greensburg, Pennsylvania
A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q.

Pennsylvania Electric Company
222 Levergood Street
Johnstown, Pennsylvania *

Pennsylvania Power Company
19 E. Washington Street
New Castle, Pennsylvania *

Philadelphia Electric Company, 1000 Chestnut Street, Philadelphia, Pennsylvania. C. W. Deeg, manager of area development department. Privately-owned, the company serves Southeastern Pennsylvania, an area with 2,255 square miles and a population of approximately 3,822,000. It has a total generating capacity of 3,041,000 kw and 11,830,000 kw provided through interconnection.

Susquehanna Electric Company
1000 Chestnut Street
Philadelphia, Pennsylvania *

United Gas Improvement Company
1401 Arch Street
Philadelphia, Pennsylvania *

Duquesne Light Company
H. L. Donaldson
435 Sixth Avenue
Pittsburgh 19, Pennsylvania *

Metropolitan Edison Company
2800 Pottsville Pike, Muhlenberg Twp.
Reading, Pennsylvania *

RHODE ISLAND

Narragansett Electric Company
15 Westminster Street
Providence, Rhode Island *

Blackstone Valley Gas & Electric Company, 1 Clinton Street, Woonsocket, Phode Island. L. Philip Lemieux, industrial development manager. The privately-owned company serves a Rhode Island area of approximately 150 square miles with a population of 200,000. It has a total generating capacity of 150,000 kw and 23,000 kw provided through interconnection.
A, C, D, E, F, G, J, K, L, O, P.

SOUTH DAKOTA

Northwestern Public Service Company
Northwest Security Nat'l Bank Building
Huron, South Dakota *

SOUTH CAROLINA

South Carolina Electric & Gas Company, P.O. Box 390, Columbia, South Carolina. W. S. Rodgers, manager of industrial development department. The privately-owned company serves 23 counties in South Carolina, a total area of 14,000 square miles and a population of 750,000.

* Questionnaire not returned.

"There would be a moral certainty of success in manufactories of paper, sailcloth, sheeting, shirting, diapers and Oznaburgs; the printing of cotton and linens; women's shoes; thread, cotton and worsted stockings; pottery and earthenware; chip hats; ribbands and tape; carpet and blankets; brass and iron ware; and thread and fringes."

A Hamilton

SINCE EARLY AMERICA...

industry has succeeded IN NEW JERSEY

Since 1791, when Alexander Hamilton founded the Society Of Establishing Useful Manufactures, all types of manufacturing have flourished in New Jersey, the Crossroads of the East.

One of the chief reasons for this industrial success has been the high degree of diversification which marks industries which have been attracted to New Jersey. Every major industrial classification listed by U. S. Census of Manufactures is represented here.

It will be to your advantage to learn more about the plus features which New Jersey offers every type of industry. Write for your copy of the booklet, "Why Industry Succeeds at the Crossroads of the East." Write Box X, Public Service, 90 Park Pl., Newark, N. J.

PUBLIC SERVICE ELECTRIC AND GAS COMPANY • NEWARK

NEW JERSEY... *At the Crossroads of the East*

It has a total generating capacity of 894,000 kw.
A, B, C, D, E, I, O.

TENNESSEE

Chattanooga Electric Power Board
Sixth & Market Streets
Chattanooga, Tennessee *

Elizabethton Electric System, Elizabethton, Tennessee. Publicly-owned, the system serves an area of 700 square miles and a population of 50,000. Power is purchased from TVA. Generating capacity through TVA plus interconnecting private utilities is 12 million kw.
A, B, C, D, E, F, G, H, I, J, K, M, O, P, Q, R.

Appalachain Electric Cooperative, Jefferson City, Tennessee. C. D. Balch, electrification advisor. An REA cooperative, the organization serves an area of 900 square miles in Tennessee and a population of 40,000. Through the interconnecting system 85,000 kva is available.
A, B, K.

Weakley County Municipal Electric System, Martin, Tennessee. B. B. Crockett, general superintendent. The service area is 612 square miles in which there is a population of 35,000. Power is purchased from TVA.
A, B, D, E, F, G, J, P.

Memphis Light, Gas & Water Division, 179 Madison Avenue, Memphis, Tennessee. Daniel D. Dale, director of industrial development. This municipal system serves Shelby County, Tennessee, an area of 751 square miles in which there is a population of 609,975. Generating capacity is 812,500 kw, with 400,000 available through interconnection.

TEXAS

West Texas Utilities Company, Box 841, Abilene, Texas. R. E. Kennedy, manager, public service department. A private utility, the company serves an area of 52,830 square miles in Texas and a population of 390,000. Generating capacity is 390,000 kw, and it is interconnected with all other Texas utilities as well as Oklahoma.
A, B, C, D, E, F, G, I, J, L, M, N, O, P, R.

Southwestern Public Service Company
Third & Polk Street
Amarillo, Texas *

Lower Colorado River Authority
3700 Lake Austin Boulevard
Austin, Texas *

Gulf States Utilities Company, Lock Drawer No. 2951, Beaumont, Texas. L. V. Dugas, superintendent of commercial and industrial sales. Privately owned, the company has a service area of 28,000 square miles in southeast Texas and Southwest Louisiana in which there is a population of 950,000. Present generating capacity is 1.177 million kw, plus additional capacity from interconnections.
A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q.

Central Power & Light Company
120 N. Chaparral Street
Corpus Christi, Texas *

Dallas Power & Light Company, 1506 Commerce, Dallas 1, Texas. A. R. Mozisek, industrial development manager. A private utility, the company serves an area of 278 square miles and a population of 718,000. Its generating capacity is 956,000 kw, and 100,000 kw is available through interconnections.
E.

Southwestern Electric Service Company
E. W. LeNeveu
Mercantile Bank Building
Dallas, Texas *

Texas Power & Light Company
J. D. Eppright
Director-Industrial Development
Fidelity Union Life Building
Dallas, Texas *

Texas Utilities Company
1506 Commerce Street
Dallas, Texas *

El Paso Electric Company
J. C. McCoy
215 North Stanton Street
El Paso, Texas *

Community Public Service Company
408 W. Seventh Street
Fort Worth, Texas *

Texas Electric Service Company, Box 970, Fort Worth 1, Texas. John I. Wheeler, manager of area development. Serving an area of 35,000 square miles in west Texas and a population of 1.128 million, this private utility has a generating capacity of more than 1.140 million kw.
A, B, C, D, E, G, H, I, L, M, N, O, R.

Houston Lighting and Power Company, Box 1700, Houston 1, Texas. Wesley A. Kuenemann, manager, industrial sales department. A private firm, it serves a Texas area of 5,600 square miles, centered in Harris County, and a population of 1.525 million. Present generating capacity is 2.646 million kw.
A, C, D, E, F, G, J, L, M, N, O.

UTAH

Utah Power & Light Company
D. H. White
1407 W. N. Temple
Salt Lake City, Utah *

VERMONT

Green Mountain Power Corporation
26 State Street
Montpelier, Vermont *

VIRGINIA

Appalachian Power Company, 40 Franklin Road, S.W., Roanoke, Virginia. Dorman M. Miller, area development director. A privately owned company which serves 19,298 square miles and a population of 1,826,032 in Virginia and West Virginia. It has a total generating capacity of 2,409,000 kw and also interconnects with other large power systems.
A, B, C, D, E, F, G, H, I, J, K, L, N, O, P, Q.

Richmond Public Utilities
900 E. Broad Street
Richmond, Virginia *

Virginia Electric and Power Company, Electric Building, Richmond, Virginia. Clark P. Spellman, manager-area development. The privately-owned company serves 32,000 square miles in Virginia, North Carolina and West Virginia. This area has a population of 2,790,000. It has a total generating capacity of 1,889,000 kw and 1,998,000 kw provided through interconnection.
A, B, C, D, E, F, G, I, J, K, L, N, O, P.

WASHINGTON

Puget Sound Power & Light Company, 860 Stuart Building, Seattle 1, Washington. Stewart G. Neel, manager, area development department. Serving an area of 3,200 square miles in the State of Washington, and a population of 770,000, the privately-owned company has a generating capacity of 262,900 kw, with 985,000 kw available through interconnections.
A, B, C, D, E, F, G, I, J, K, L, M, N, O, R.

Seattle Department of Lighting
Arthur Turner
Manager-Industrial Development
1015 Third Avenue
Seattle 4, Washington *

Washington Water Power Company
Al Gruber
Director-Industrial Development
1411 East Mission Street
Spokane, Washington *

Tacoma Department of Public Utilities
David Glenn
Manager-Industrial Development
3628 South 35th Street
Tacoma 4, Washington *

Western Light & Power Company
Washougal, Washington *

WEST VIRGINIA

Monongahela Power Company, Box 1392, Fairmont, West Virginia. W. C. Handlan, manager of area development. The service area in West Virginia, Ohio, Maryland and Virginia covers 12,994 square miles in which there is a population of 750,000. Present generating capacity of the private utility is 509,500 kw, and total connections have a capacity of 60 million kw.
A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, Q, R.

WISCONSIN

Wisconsin Michigan Power Company
807 South Oneida
Appleton, Wisconsin *

Wisconsin Power and Light Company, 122 W. Washington Avenue, Madison,

* Questionnaire not returned.

1st in percentage of manufacturing employees to total population

1st in per family effective buying power

2nd in per capita industrial research laboratories

3rd in per capita patents granted

THIS is CONNECTICUT

1st in per capita military prime contracts awarded

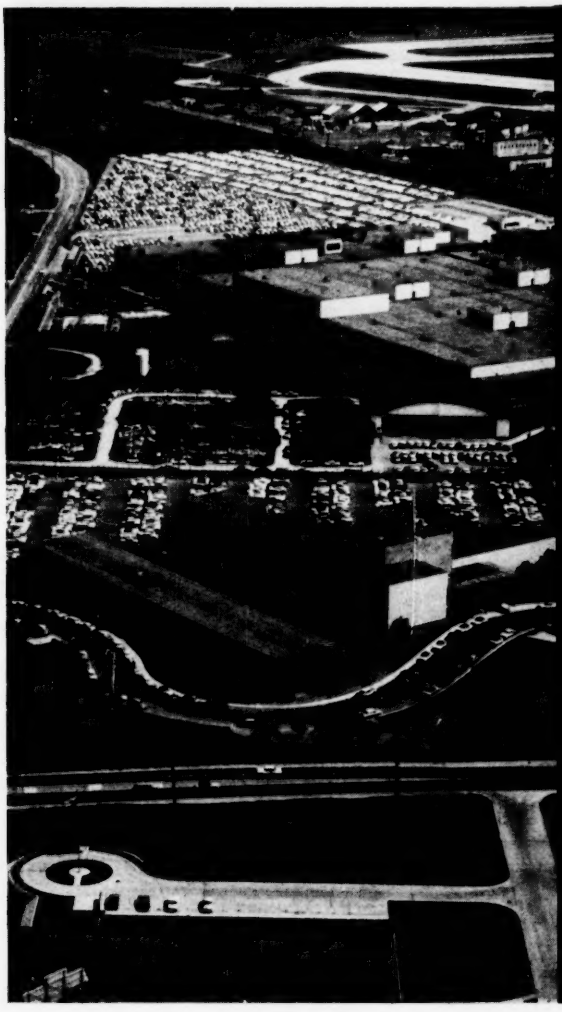
1st in percentage of skilled workers to total workers

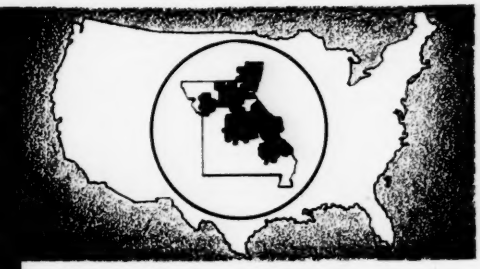
2nd in per capita personal income

Address inquiries to: Area Development Department, The Connecticut Light and Power Company, P. O. Box 2010, Hartford 1, Connecticut. Telephone MOhawk 6-2431.

New industry thrives in excellent business climate of the St. Louis area

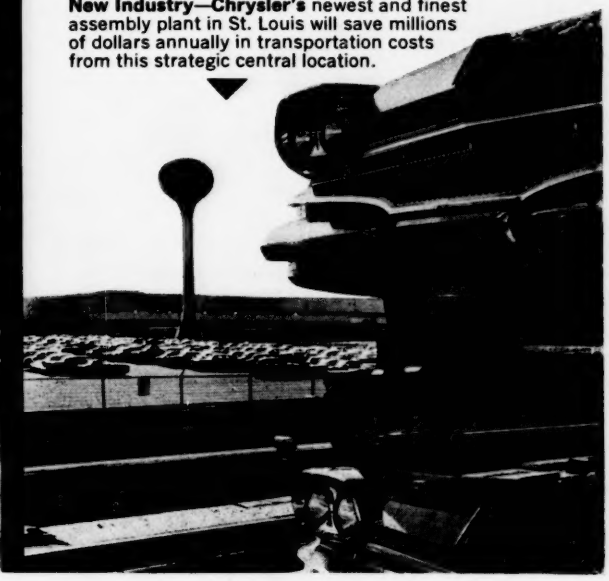
...the Strategic Center of America





Industrial Growth—McDonnell Aircraft's phenomenal growth, from two employees in 1939 to 23,000 topflight engineers, technicians and workers, was accomplished easily with this area's manpower.

New Industry—Chrysler's newest and finest assembly plant in St. Louis will save millions of dollars annually in transportation costs from this strategic central location.



Union Electric...expert help in site selection

Union Electric Company—one of the nation's largest electric utilities—serves an area of 19,000 square miles at the center of the nation on the world's greatest inland waterway.

Union Electric Industrial Development Engineers can help you with site-location information.

Our close relationship with our industrial customers and the communities we serve gives us an intimate knowledge of the economy and civic organizations of this area. You can depend upon competent and confidential treatment of your inquiries by our Industrial Development Division.

Telephone or write...

J. E. Johanson, Manager, Industrial Development

UNION ELECTRIC COMPANY

St. Louis 1, Missouri • Phone: MAin 1-3222

Wisconsin. John R. Frederick, director of industry development. The service area in Wisconsin served by this private utility has a population of 625,000. Generating capacity is 500,000 kw.
A, B, C, D, E, F, G, J, K, L, N, O, Q.

Wisconsin Electric Power Company
J. H. Dunnam
Public Service Building
Milwaukee, Wisconsin *

Wisconsin Public Service Corporation
1029 N. Marshall Street
Milwaukee, Wisconsin *

Wisconsin Public Service Corporation, Oshkosh, Wisconsin. Robert B. Fick, industrial development coordinator. Privately-owned, this company serves a total area of 10,000 of Northeastern Wisconsin and a population of 620,000. It has a total generating capacity of 500,000 kw and 100,000 provided through interconnection.
A, B, D, E, F, G, J, K, L, N, O, P, Q.

ALBERTA

Calgary Electric Light & Power Company
116 Sixth Avenue, West
Calgary, Alberta *

Canadian Utilities, Ltd.
10529 Jasper Avenue
Edmonton, Alberta *

Calgary Power Limited, 140 - 1st Avenue, S. W., Calgary, Alberta, E. H. Parsons, director of industrial development. The privately-owned company serves an area of 75,000 square miles in Alberta with a total population of 700,000. It has a total generating capacity of 384,000 kw and 25,000 kw provided through interconnection.
A, B, C, D, E, H, I, K, L, M, N, Q.

BRITISH COLUMBIA

East Kootenay Power Company
129 Victoria Avenue
Fernie, British Columbia *

Northern British Columbia Power Company
Besner Bldg., Third Avenue, West
Prince Rupert, British Columbia *

West Kootenay Power & Light Company
1385 Cedar Avenue
Trail, British Columbia *

British Columbia Electric Company, Ltd.
425 Carrall Street
Vancouver, British Columbia *

British Columbia Power Corporation
Earl Campbell
970 Burrard Street
Vancouver, British Columbia *

Western Development & Power Ltd.
R. H. Gram
970 Burrad Street
Vancouver, British Columbia *

MANITOBA

Winnipeg Hydro-Electric System
55-59 Princess Street
Winnipeg, Manitoba*

Northern Manitoba Power Company, Ltd.
Winnipeg, Manitoba *

Manitoba Power Commission
1075 Portage Avenue
Winnipeg, Manitoba *

NEW BRUNSWICK

New Brunswick Electric Power Commission
527 King Street
Fredericton, New Brunswick *

Moncton Electricity & Gas Company
700 Main Street
Moncton, New Brunswick *

St. John Power Commission
39 Canterbury Street
St. John, New Brunswick *

NEWFOUNDLAND

Newfoundland Light & Power Company
489 Water Street
St. Johns, Newfoundland *

NOVA SCOTIA

Canada Electric Company
50 Church Street
Amherst, Nova Scotia *

Eastern Electric & Development Company
50 Church Street
Amherst, Nova Scotia *

Edison Electric Light & Power Company of Springhill
357 Barrington Street
Halifax, Nova Scotia *

Nova Scotia Light & Power Company
357 Barrington Street
Halifax, Nova Scotia *

Nova Scotia Power Commission
108 Granville Street
Halifax, Nova Scotia *

Western Nova Scotia Electric Company
357 Barrington Street
Halifax, Nova Scotia *

Dominion Utilities Company
235-259 Townsend Street
Sydney, Nova Scotia *

Eastern Light & Power Company
235 Townsend Street
Sydney, Nova Scotia *

ONTARIO

Gananoque Electric Light & Water Supply Company
1 King Street, West
Gananoque, Ontario *

Canadian Niagara Power Company
Niagara Falls, Ontario *

Ottawa Hydro-Electric Commission
Ottawa, Ontario *

Great Lakes Power Company
122 East Street
Sault Ste. Marie, Ontario *

Great Lakes Power Corporation, Ltd.
122 East Street
Sault Ste. Marie, Ontario *

Brazillian Traction, Light & Power Company
25 King Street, West
Toronto, Ontario *

Canadian-Brazillian Services, Ltd.
383 Yonge Street
Toronto, Ontario *

Hydro-Electric Power Commission of Ontario
620 University Avenue
Toronto, Ontario *

Toronto Hydro-Electric System
14 Carlton Street
Toronto, Ontario *

QUEBEC

Mac Laren-Quebec Power Company
Buckingham, Quebec *

Saquenay Electric Company
30 East Racine Street
Chicoutimi, Quebec *

Gatineau Power Company
65 St. Redempteur Street
Hull, Quebec *

Northern Quebec Power Company
355 St. James, West
Montreal, Quebec *

Quebec Hydro-Electric Commission
107 Craig Street, West
Montreal, Quebec *

Power Corporation of Canada
355 St. James Street, West
Montreal, Quebec *

Saguenay Power Company, Ltd.
Neely Du Bose
Sun Life Building
Montreal, Quebec *

Shawingan Water & Power Company
J. K. Wilson
Manager Industrial Development
600 Dorchester Street, West
Montreal, Quebec *

Southern Canada Power Company Ltd.
L. C. Groom
Industrial Manager
1450 City Councillers Street
Montreal, Quebec *

Quebec Power Company
399 East St. Joseph Street
Quebec, Quebec *

SASKATCHEWAN

Saskatchewan Power Corporation
1739 Cornwall Street
Regina, Saskatchewan *

Regina Light & Power Department
1734 Dewdney Avenue
Regina, Saskatchewan *

National Light & Power Company
311 Main Street, North
Moose Jaw, Saskatchewan *

PUERTO RICO

Puerto Rico Water Resource Authority
Ponce de Leon Ave.
San Juan, Puerto Rico *

VIRGIN ISLANDS

Virgin Island Co.
Estate Golden Grove, Christiansted
St. Croix, Virgin Islands *

* Questionnaire not returned.

WORLD MARKET for CONNECTICUT PRODUCTS

Myriad industries prosper in the industrial climate of Connecticut, find employees, markets and resources . . . so can you.

THE HARTFORD ELECTRIC LIGHT COMPANY
266 Pearl Street Hartford, Connecticut
Serving the metropolitan areas of Hartford, New London, Stamford and Torrington.

That's why we're continuing to build large-scale generating plants well ahead of demand. There's plenty of power at attractive rates ready NOW for delivery whenever and wherever it's needed on a system which last year had an output of 13.8 billion kilowatt hours.

Piedmont Carolina communities are eager to welcome your industry and see it grow. Throughout our service area industrial development is in the number one spot in a business climate which we believe to be as favorable as any in the nation.

Nature herself has conditioned the Piedmont for industrial profit. Ready access, superb transportation and the clean outdoor environment of an area of thriving small towns all spell opportunity. Readily trainable people are constantly being released by more productive farming.

For information specific to your needs, write
Industrial Development, Duke Power Company, Charlotte, North Carolina

DUKE POWER COMPANY

Serving the Piedmont Carolinas

IN RECEIVERSHIP
PUBLIC AUCTION SALE
NEW ORLEANS SHIPYARD

COMPLETE FACILITY TO BE SOLD AT PUBLIC AUCTION

DATE:
Tuesday, March 8, 1960

TIME:
10:00 A.M. (CST)

The United States District Court, Eastern District of Louisiana, New Orleans Division in the matter of Louisiana Shipbuilding Corporation doing business as Harvey Canal Shipyard and Machine Shop now in Receivership has, by Court Order No. 9447, ordered certain assets of this Corporation sold at public auction to the highest bidders. The assets to be offered include the real property and improvements, machine tools and equipment and all other items except the accounts receivable.

By order of the Hon. Judge Herbert W. Christenberry and Mr. Allen H. Generes, Receiver, Wayne Cook Associates, Inc. has been appointed to conduct the sale.

EXCELLENT, LARGE SHIPBUILDING FACILITY

The assets to be sold include the real property and all improvements of the Shipyard itself which constitutes a fine shipbuilding and repair yard. It is located on Destrahan Ave. in Harvey, La., a suburb on the South Side of New Orleans. The yard contains the following improvements:

Office Building and Machine Shop — a 2-story building, 82 ft. x 57½ ft. Machine Shop, Estimator's Office, Stock and Tool Room and Lounge on 1st floor and air conditioned, modern offices on 2nd floor.

Carpenter Shop — 36 ft. x 32 ft. frame on concrete slab.

Propeller Shop — 40 ft. x 23 ft. frame on concrete slab plus 62½ ft. x 23 ft. Lumber Shed.

Two Marine Railways — one 300-ton Capacity and one 250-ton Capacity.

The property has a 6 ft. page fence around topped with barbed wire and is completely serviced by concrete tile drainage system, water line, electric line, air line, and oxygen and acetylene line systems.
It has an interlocking steel piling bulkhead on Canal side, slip side and around drydock slip and a tongue and groove pine sheet piling bulkhead around launching ways.

OTHER EQUIPMENT

Other assets to be sold include quantities of brass and galvanized screws, nuts and bolts; lumber and plywood; paints; galvanized and brass pipe fittings; nails; bar stock; gate and check valves; electrical fittings; tubing; galvanized nipples and many other similar hardware items as well as:

MACHINE TOOLS incl. LeBlond Regal Lathe, Oster Pipe and Bolt Threader, Walker Turner Drill Press, Davis Key Seater, Arbor 60-ton Press, Cincinnati Model 3 Milling Machine and other items.

WELDING, ACETYLENE EQUIPMENT incl. 20 Airco Bumblebee Welding Machines, A. O. Smith, Lincoln, GE, Hobart and P&H welding machines and many items of acetylene welding equipment.

OFFICE FURNITURE AND EQUIPMENT incl. desks, chairs, typewriters, adding machines and other related items.

AIR COMPRESSORS AND PUMPS incl. Gardner Denver, Westinghouse, Worthington Compressors, Rex Cent. Pumps and Flood Lighting Outfit.

WOODWORKING EQUIPMENT incl. Oliver Band Saw, Delta Band Saw, Baxter-Whitney Planer, Parks Planer, B&D Jig Saw, Crescent Band Saw and more.

MANY ITEMS OF TOOLS AND SHOP EQUIPMENT

CRANES AND HOISTS incl. Hughes Keenan "Roustabout," 6-Wheel Drive Motorized Crane of 10-ton Cap., Int. Mod. KR11 H.D. Truck Crane, Chisolm & Moore 5-ton Overhead Trolley Crane and others.

FLOATING EQUIPMENT incl. 15-ton cap. Derrick Barge and Steel Work Barge.
The list is far too detailed to try to list.

According to provisions of the Court Order, the offering will be made first in suitable lots and then as one entire unit and the best total will be presented by the Receiver to the Court for approval.

INSPECTION — anyone desiring to inspect the facilities may do so by contacting the auctioneer's representative, Mr. George Herbst, for an appointment during any day on and after February 22. His New Orleans number is JA 5-7207. Prior to that time, you may contact the auctioneers for details at their home office.

FOR ILLUSTRATED BROCHURE WITH DETAILED LISTINGS AND DESCRIPTION AND COMPLETE TERMS AND CONDITIONS OF SALE, OR FOR ANY ADDITIONAL INFORMATION, contact:

"The Nation's Leading Auctioneers"

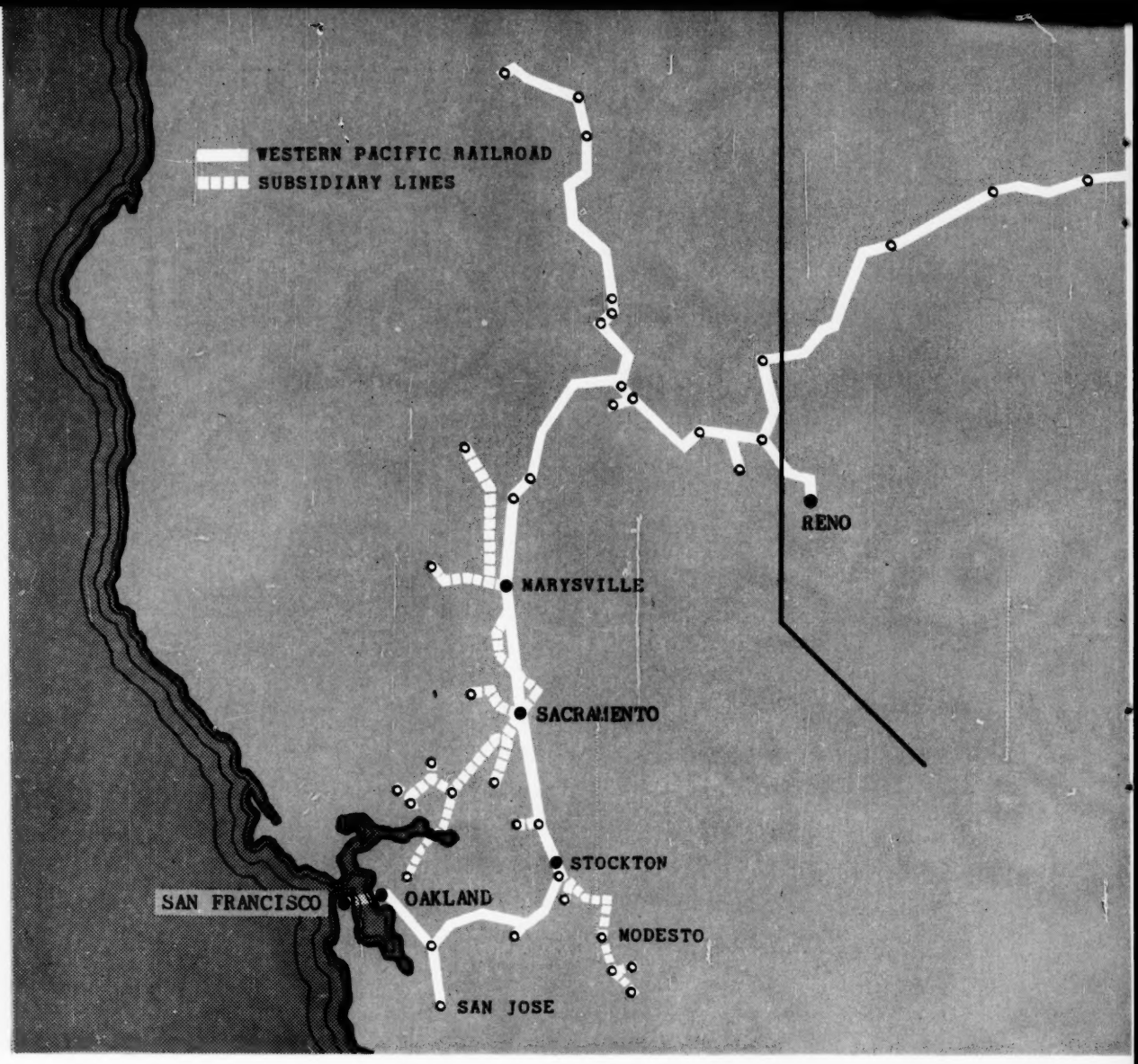
193 Meadows Building
EMerson 3-3388
DALLAS 6, TEXAS

WESTERN PACIFIC

FEATHER RIVER ROUTE

PACIFIC

HERE IS THE FIRST IN A SERIES OF COMPREHENSIVE REPORTS ON THE DEVELOPMENT PROGRAMS OF MAJOR RAILROADS. YOU WILL FIND THE WESTERN PACIFIC AND THE AREA IT SERVES TO BE ONE OF THE MOST INTERESTING IN THE NATION.

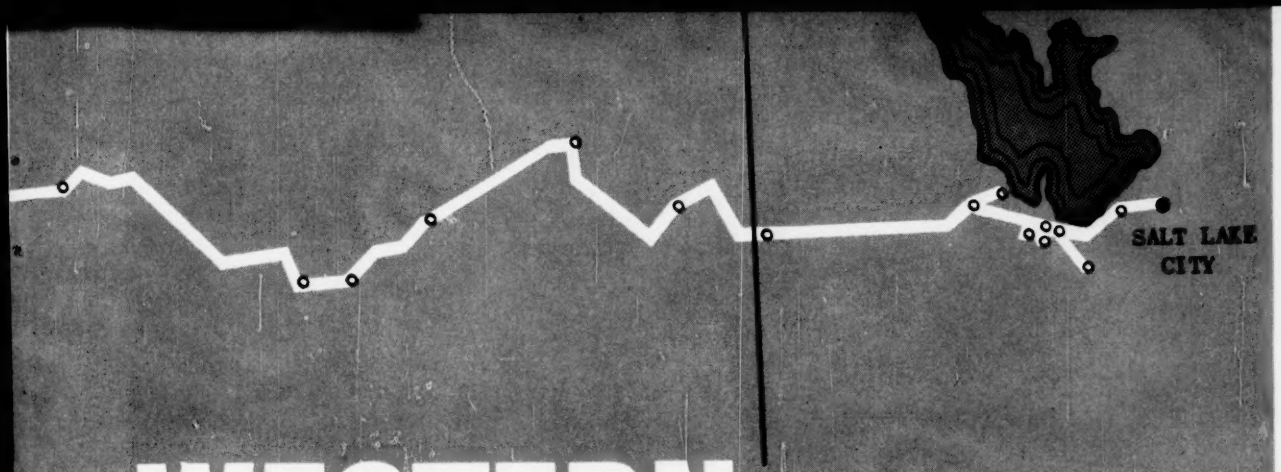


SAN FRANCISCO. "Industrial development is a prime objective of the Western Pacific Railroad — our entire organization is dedicated to providing the best possible service for expanding firms looking for a site."

That broad statement by President Fred Whitman is more than a promise. It's the demonstrated policy of one of the nation's most aggressive rail lines. It explains why, in many ways, Western Pacific has become known as the leader in systematic, professionally managed development of its service area.

For you, the site-seeking businessman, the Western Pacific program is a story well worth your attention. It gives you a look behind the scene — why and how a major rail system can serve you. Regardless of where your expansion may be it will help you to better utilize the plant location facilities offered to you gratis.

The beginning of the Western Pacific industrial success story goes back to about 1948 when a major reorganization took place. Recognizing the need for a fresh outlook, the firm's directors retained a management consultant to discuss new managerial talent. The search landed President Whitman who was then an official at the Burlington; it produced the present operating executive, Vice President and General Manager H. C. Munson, from the Milwaukee road; and it turned up current chief engineer, F. R. Woolford, who was then with Mis-



WESTERN PACIFIC LAND

THROUGHOUT A LARGE AND GROWING AREA, WESTERN PACIFIC HAS SYSTEMATICALLY ACQUIRED CHOICE INDUSTRIAL SITES, WORKED OUT ZONING AND UTILITY PROBLEMS, AND COMPILED DATA YOU NEED. THUS, WESTERN PACIFIC CAN HELP YOU MAKE A LOGICAL SITE DECISION WITH MAXIMUM SPEED AND CONVENIENCE.

souri Pacific. Almost immediately, these new managers made their influence felt at WP.

Today Western Pacific finds itself in very healthy condition and has become something of a model in the railroad business. This does not mean by any means that Western Pacific is typical — in fact it is a very unusual road.

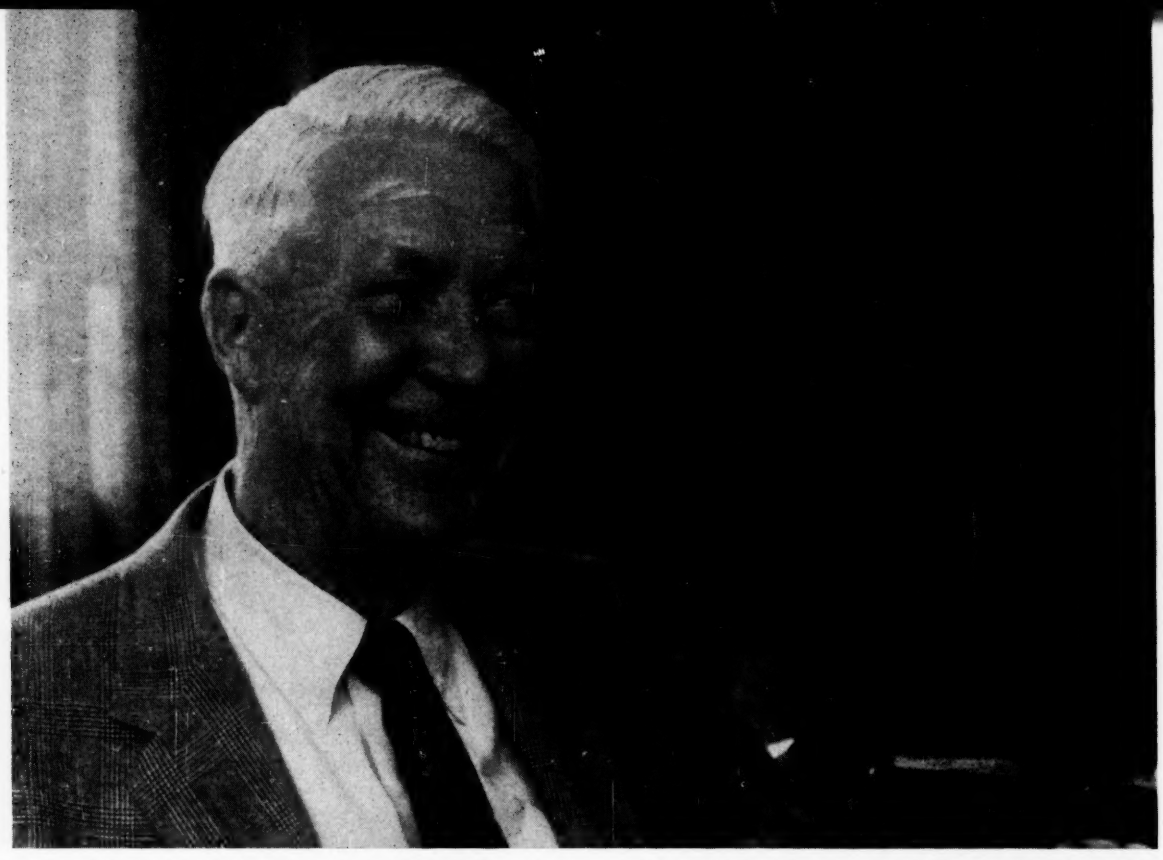
WP operates 1189 miles of road from Salt Lake City west to the coast. Its passenger revenues in 1958 were only 4.20 percent of its gross. Its average hauls are among the longest in the U. S., in 1958 figuring about 758 miles for the average passenger haul and 514 miles for the average freight haul.

Western Pacific has invested heavily in modernization. During the period 1945 to 1958 (mostly after Whitman came) the expenditures for roadway improvements were $43.8 million and the layout for new equipment was $59.0 million, making a total of $102.8 million.

This modernization has been right across the board. For example, in 1949 the company was dieselized on only 37 percent of its freight locomotives and 45 percent of its passenger locomotives. By 1953 full dieselization had been achieved.

Today Western Pacific operates 44 freight, 30 switch, and 4 passenger locomotives — all diesel — and has recently ordered 6 more units which will cost a total of $1.3 million.

Western Pacific now owns 6,338 freight cars as compared with 5,171 in 1951. The line has pio-



Western Pacific President Fred Whitman is an outstanding figure in the business and civic activities of the West. He graduated from Harvard (M.B.A. '21) and launched his career with Fort Worth and Denver Railroad in 1921. In late 1948 he came to Western Pacific as executive vice-president and on July 1, 1949 he succeeded Harry A. Mitchell as chief executive. During the years that Whitman has been president he has firmly established Western Pacific as a leader in railroad progress.

neered in buying special-purpose cars and now has on order some 100 cars which will cost $1.6 million. In general, the WP fleet is a very modern fleet with an average car age of 12 years as contrasted with the class one average of 18.8 years.

Western Pacific has also made important progress in diversifying its tonnage. Today its important revenues come from a variety of products including, in order, minerals, foods, farm products, iron and steel, forest products, automobiles, wall board, fertilizer, oil products and paperboard.

The top-flight operating team today under President F. B. Whitman includes Harry C. Munson, vice president and general manager; Malcolm W. Roper, vice president marketing; Roy E. Larson, vice president and treasurer; Leo J. Gosney, vice president and controller; E. L. Van Dellen, general counsel; and Logan Paine, secretary. The entire Western Pacific "team" totals nearly 4000 employees scattered throughout the United States.

One of the best analyses of Western Pacific was put together recently by Ernest Stent, a San Francisco security analyst. Stent says "Western Pacific represents railroading reduced to its simplest terms," for the following reasons:

1. Almost all of its line is main line.
2. Practically all of its freight is long-haul freight originating at one end and going right through to the other.
3. There is no commuter traffic.
4. Only one passenger train is run each way each day.
5. Its maximum grade is very easy (about 1 percent).
6. It has no serious snow problem.
7. Its main East-West line connects two rapidly growing areas.
8. Its only secondary line (North-South) is fed traffic from the North by the Great Northern and from the South by the Santa Fe.
9. With the greater part of its main line traversing the unpopulated Nevada deserts there is no need for maintaining stations along lines.
10. The railroad has been through a drastic financial reorganization which has left it in strong financial condition with good earning power.

All of these are reasons that Western Pacific is strong and hence able to render unusually good and economical service for you.

From Great Salt Lake To Golden Gate

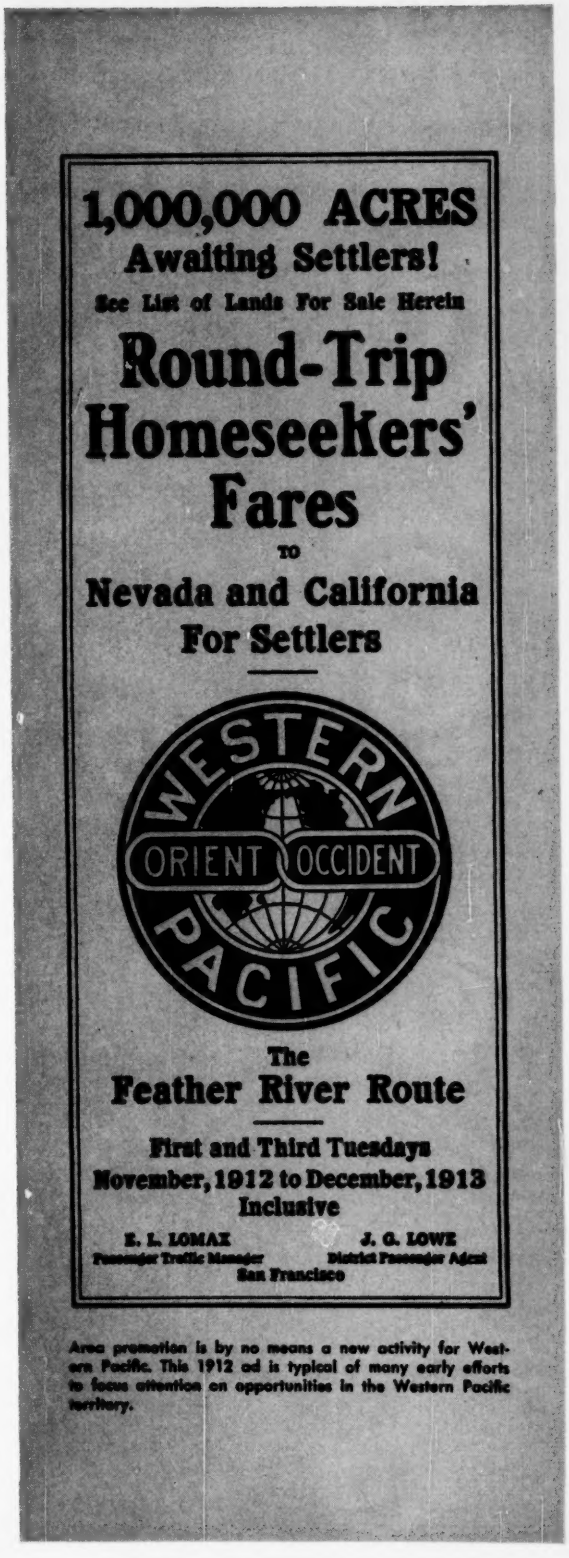
The territory served by WP is about as varied and fascinating as any route to be found in the country. The line extends from Salt Lake City on the east to San Francisco on the west. This includes some of the nation's most outstanding industrial and urban areas as well as some of the most remote and sparsely settled territory to be found anywhere.

From Salt Lake City the line swings around the southern edge of the great Salt Lake and then takes a straight shot west across the salt flats to Wendover on the Nevada-Utah border. From Wendover the line swings in a great arc across northern Nevada through Wells (where there are connections with Union Pacific and Southern Pacific) and thence through Elko, Battle Mountain, Winnemuccka and other small settlements down through the Sierras and down the Feather River Canyon to the old gold mining areas around Oroville and Marysville and then into the capital city, Sacramento. There is a prong extending north through some of the rugged Sierra country to the connection at Bieber with Great Northern's line via Klamath Falls, Oregon. Reno is reached by a branch line.

Of course, Sacramento is a major metropolis (see I.D.'s editorial survey of Sacramento's growth in the November, 1958 issue) and from Sacramento south and west WP is in some of the fastest growing urban areas of the nation. Running south from Sacramento the WP serves Stockton and then turns west passing a branch to San Jose and finally to Oakland. There is a bus connection from Oakland to downtown San Francisco for passengers, and freight cars are transferred across the bay by car ferry.

The future of Western Pacific is certainly bright if for no other reason than it serves an area that is moving at a spectacular clip. As President Whitman puts it "northern California seems to enjoy an even greater opportunity than southern California — our growth rate will be equal or better in the years ahead."

Whitman lays this claim to the belief that northern California climate is better (less smog), the sites are closer to deep water, and the area is better located strategically for firms which desire to serve the entire West from one plant. Finally, Whitman says, northern California offers more room for growth and land costs are lower.



Area promotion is by no means a new activity for Western Pacific. This 1912 ad is typical of many early efforts to focus attention on opportunities in the Western Pacific territory.

Certainly, for the immediate future, the greatest industrial growth along the Western Pacific lines is to be expected in the northern California area. However, there are already important developments in Salt Lake and it is but a matter of time until Nevada becomes a factor. Percentagewise Nevada's population growth is greater than either fast-developing neighbor state.

Land for Industry — More Than A Promise

Not long after the new management took over a decade ago they faced up to a basic need for Western Pacific and the territory it serves — good sites for growing industry. Officials recognized two problems — one, the rapid urban growth which threatened to consume most of the good industrial areas with residential and other expansion — and, two, the fact that Western Pacific, unlike some other lines, did not have major land resources.

Many of the early railroads got large grants as their lines were laid — often taking alternate sections of land. Not so with Western Pacific, which has had to carve out its land holdings the hard way.

But there have been some real advantages to WP (and to you) in getting into the land business relatively recently. Over the past decade alert WP officials have deliberately set out to buy and develop the very best available sites along their line and to hold them for utilization of their customers. The result is that the line today can point to a planning and development program that is outstanding on any scale of comparison.

During the past eight years Western Pacific has invested some $6 million in industrial land. Some 3500 acres have been set aside and subjected to the most careful analysis of plant location factors. Let's take a look at just a few outstanding projects:

Back in 1950 Western Pacific bought some 74 acres in the so-called "Lenfest" project near San Jose. Along came the freeway taking a slice out of the middle and leaving about 53 acres in an ideal location.

Driving through this impressive area recently I.D.'s editor noted a collection of trim plants for such organizations as Eureka Western (trading stamps), Economics Laboratories of Minnesota, International Paper, Pollock Paper, A.D.S. Foods, and Baruh Distributors. The whole project looks well planned and well controlled — a tribute to the foresight of the WP people involved.

In 1951 WP took another important step in acquiring a large tract in the vicinity of Milpitas. Milpitas was a sleepy little community northwest of San Jose and between San Jose and Oakland along the San Francisco Bay. At the time of the purchase this was raw land well removed from any large-scale industrial activity.

Even though aggressive WP developers are by no means satisfied, they point with pride to the fact that some 200 acres have already been sold out of the 1000 acres acquired at Milpitas. The biggest plum to be landed here is the huge $45 million Ford Motor Company assembly plant and there are half a dozen other important units.

In the opinion of I.D.'s editor, however, this tract is still relatively undiscovered. The greatest growth is in the future.

Circling the Bay area, the Milpitas acreage catches the eye because it is very flat, with just enough slope for suitable drainage. It lies at the edge of foothills which can be pictured within a few years as choice residential property. Further, it is in an area between rapid urban growth and is sure to feel the influence of these centers in the years just ahead.

Western Pacific has carefully researched this tract and can answer any questions you might have about it. Soil load bearing characteristics have been checked out and found to be normal. Sewer lines are well distributed about the property and the disposal plant of the sewer district is adequate. Water is readily available from the main Hetch Hetchy line. Pressure is good and rates are relatively low as compared to other Bay area communities. Only water-consuming industries such as paper and heavy chemicals would find the sewer or water facilities inadequate here.

It would also appear that Milpitas offers an unusually good climate. Like most of the Bay area it is free from extremes of temperature and moisture, and, what is more important, it is located far enough away from smog and fog to present little problem on that score.

The East Shore freeway is but a short distance away and thus provides easy access for workers. From the standpoint of moving freight, Milpitas is adjacent to the main artery of truck movement as well as on the Western Pacific San Jose branch line.

It doesn't require much imagination to visualize Milpitas blossoming into a major city within a few years with its economy based upon industries that will locate in the Western Pacific district. It's just a matter of time.

As might be expected, the land development program has brought Western Pacific into a great variety of activities which are not necessarily simi-

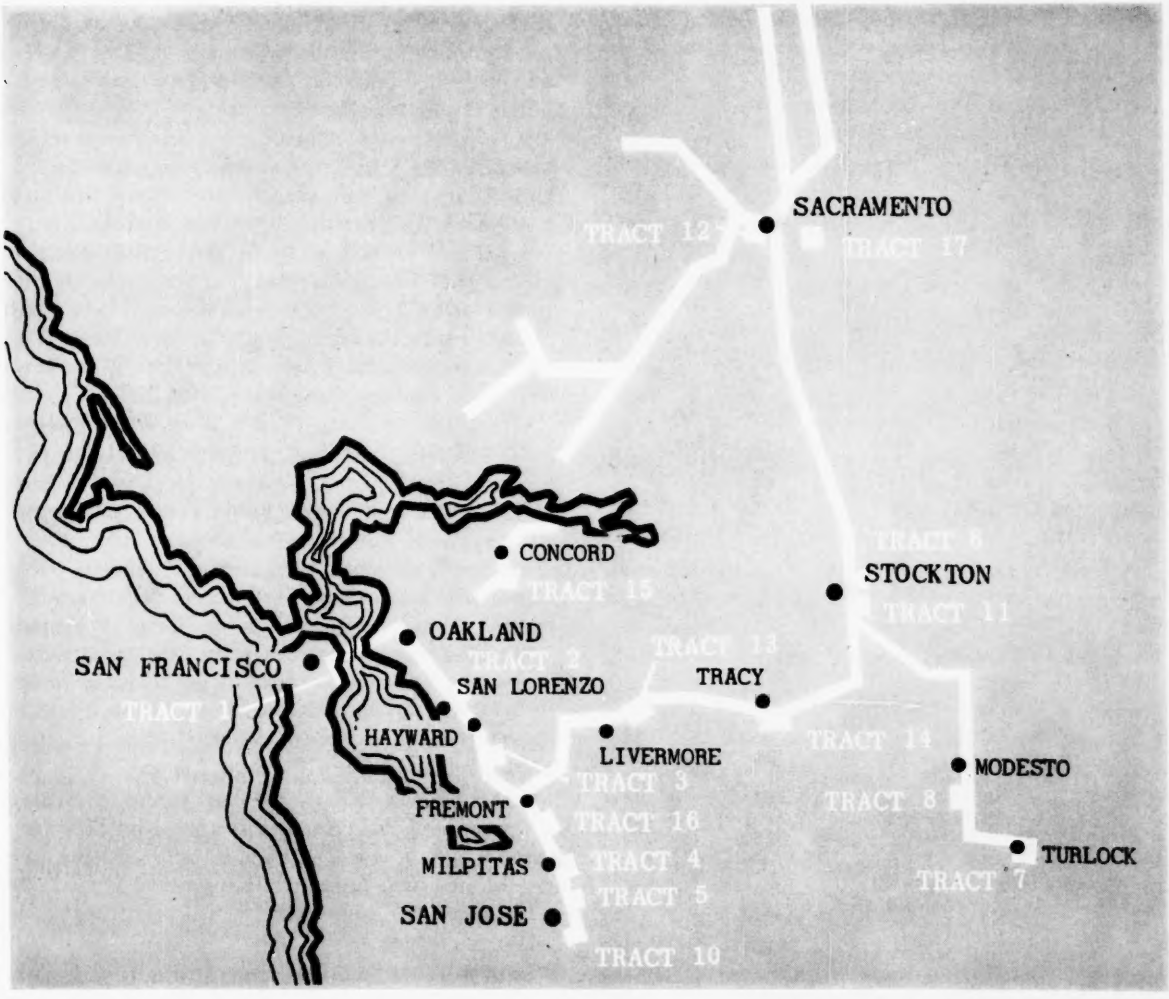
lar to those a railroad might encounter. Today, for example, WP owns a good many acres of walnuts and prunes which are being cultivated and harvested on land awaiting industrial development.

There are numerous problems in relation to preparing sites for your consideration. In getting the Milpitas tract ready, WP made an outright donation of nearly half a million dollars to the sewer district and provided for suitable drainage. Across the Bay, negotiations are underway with the San Francisco Port Authority for a waterfront development which may result in 5 piers or more and extensive warehouse facilities.

WP has established a subsidiary called The Standard Realty and Development Company to handle these land matters more simply. The role of Standard Realty will be discussed later in this report.

It is sufficient to say at this point that if your expansion plans involve locating a new unit in the West and you are going to need rail service, it is in your interest to take a look at the properties that Western Pacific has rounded up for you. You may get some idea of the extent of this inventory and the type of information that is available by scanning the following list of tracts which appeared recently on Western Pacific's availability roster and which are located on the accompanying map:

Tract number 1 — San Francisco — This tract, consisting of four parcels, includes approximately 45 acres in the Islais Creek-Army Street section of San Francisco. In the so-called wholesale district



Here are some of the outstanding industrial sites being held by Western Pacific for your use. (Numbers correspond to site descriptions in accompanying report.) Obviously, Western Pacific has concentrated its land acquisition activities in the urban areas where growth has been most rapid.

of the city, two parcels are adjacent to the Islais Creek Channel. Drainage is into San Francisco Bay. The property is zoned heavy industrial, and the 1958-59 combined City and County tax rate per $100 assessed valuation was $7.55.

Water is provided by the San Francisco Water Company, with 8-inch and 12-inch mains providing 55 psi. Rates range from 34.5 cents to 25 cents per 1,000 gallons in quantities from 10,000 to 18 million gallons per month.

There are 16-inch high pressure gas mains throughout the area. Rates for industrial gas vary from 34.5 to 42.7 cents per million cubic feet, the arrangements to be made through Pacific Gas and Electric. Electric power is also supplied by PG&E, with average cost per kilowatt hour running from 1.02 to 1.41 cents.

There is an existing sewer adjacent to each site. Western Pacific furnishes rail service to sites, which are within reciprocal switching limits of San Francisco. The tract is adjacent to U. S. Highway 101 and close to the approaches of the San Francisco-Oakland Bay Bridge.

Tract number 2 — Estudillo, Alameda County — Consisting of nine acres, this tract is inside the city limits of San Leandro in Central Alameda County. It is on level ground with drainage under Alameda County Flood Control facilities. The property is zoned for light industry and the 1958-59 combined City and County tax rate per $100 assessed valuation was $7.93 plus 50 cents on land and improvements.

Water is provided by the East Bay Municipal District, with 16 inch mains providing 70-75 psi. Rates range from 20 cents to 9 cents per 100 cubic feet in quantities from 33,000 to over 333,000 cubic feet per month.

A 3-inch H.P. gas main is located on 143rd Street which is adjacent to the property. Industry must negotiate directly with Pacific Gas & Electric Company for service. Rates for industry range from 34.5 to 42.7 cents per million cubic feet. Electric power is also supplied by PG&E with average costs per kilowatt hour ranging from 1.02 to 1.41 cents.

Both sanitary and industrial sewers are available. Western Pacific provides rail facilities. The tract is centrally located with respect to main highways and new freeways.

Tract number 3 — Carpenter, Alameda County — This tract contains approximately 100 acres located in the City of Hayward, Central Alameda County. It is on level ground with good drainage. The property is zoned for heavy industry and the 1958-59 combined City and County tax rate per $100 assessed valuation was $8.49.

The City of Hayward provides water and there is a nominal meter charge dependent on size. Rates range from 50 cents to 22 cents per cubic feet in quantities from 200 to 500,000 cubic feet per month.

A 6-inch gas main is available on interruptible service. If demands are heavier, installation of larger mains would be necessary. Industry must negotiate directly with Pacific Gas & Electric Company for service. Rates for industry range from 34.5 cents to 42.7 cents per million cubic feet. Pacific Gas & Electric Company also supplies the electric power with average costs per kilowatt hour ranging from 1.02 to 1.41 cents.

Rail service to the site is provided by Western Pacific. There is a sanitary sewer near the property and negotiations for service are presently being carried on. The site is located on a paved country road connecting with two main highways. The new freeway between Oakland and San Jose is about 1 mile from the site.

Adjacent to the above site is another tract of 438 acres, in Union City, also Alameda County. Union City was incorporated in January 1959 and has zoned area for industrial use. The new city, lying between Fremont on the south and Hayward on the north, is placing heavy emphasis on industrial growth. The city is presently having a basic master plan proposed to establish land uses. The Western Pacific tract here is included in the area shown on the aerial photograph of Tract 3.

Tract number 4 — Milpitas, Santa Clara County — This site of approximately 1100 acres is located 6 miles north of San Jose, the county seat of Santa Clara County. The major portion is within the city limits of Milpitas. The acreage is level and drainage facilities are adequate to control flow to San Francisco Bay. It is zoned for heavy industry. Since some of this property is located within the city and is subject to City tax and the remaining area is taxed by the County only, there is a low and high basis per assessed $100 valuation ranging from a low of $7.40 to a high of $8.34.

Water is provided by the San Francisco Water Company and distributed through Milpitas Water District. There is a 12-inch main with 150 lbs. per square foot inch pressure. Rates range from $1.75 to .18 cents per 100 cubic feet in quantities from 300 to over 300,000 cubic feet.

Both a 6-inch H.P. gas main and a 4-inch main are available. There are also 20-inch and 34-inch H.P. mains in the immediate area from which serv-

ice can be obtained. Industry must negotiate directly with Pacific Gas & Electric Company. Rates of industrial gas range from 32 cents to 38.7 cents per million cubic feet on an interruptible basis. There is a PG&E power substation adjacent to the site capable of supplying all requirements.

The site is adjacent to main State Highway 17 between San Jose and Oakland and nearby completed freeway to Oakland. It is four miles from U. S. Highway 101 Bypass (San Francisco to Los Angeles.) Rail facilities are provided by Western Pacific.

Tract number 5 — San Jose — This tract consists of approximately 28 acres within the northeasterly city limits of San Jose adjacent to and east of Western Pacific's San Jose Branch at its intersection with Bayshore Highway 101. It is level ground with good drainage into Silver Creek which runs along the southerly border of the property. Zoned for light industry, the property had a combined 1958-59 City-County tax rate per $100 assessed evaluation of $7.19 plus .90 on land value.

Water is supplied by the San Jose Water Works. There is a 12-inch main in the street bisecting the property with 40-45 lbs. per square inch pressure. Water rates run from $1.70 to 14½ cents per 100 cubic feet in quantities ranging from 500 to over 30,000 cubic feet.

A 20-inch H.P. gas main is adjacent to the property. Service is provided by Pacific Gas & Electric Company. The cost of industrial gas on a interruptible basis ranges from 34.5 cents to 42.5 cents per million cubic feet. The power is adequate for all needs and is also provided by PG&E. Rates range from 1.02 cents to 1.41 cents per kilowatt hour.

A 30-inch joint outfall sewer is located adjacent to the property and 8-inch and 12-inch sanitary sewers are in the street bisecting the property. Western Pacific provides rail service within reciprocal switching limits of San Jose.

Tract 6 — Stockton — San Joaquin County — This site consists of 31 acres adjacent to the main yard of Western Pacific Railroad in Stockton within the city limits on the south side of the city. It is level ground with adequate drainage. The property is zoned for light industrial use and the combined 1958-59 City and County tax rate was $9.47 per $100 assessed valuation.

Water is obtained from a 12-inch main with 55 pounds per square inch pressure. Water service is provided by the California Water Service Com-

TRACT 3—Cities of Hayward and Union City, Alameda County
A 500-acre development

TRACT 4—City of Milpitas, Santa Clara County

TRACT 5—City of San Jose, Santa Clara County

pany. Rates range from $1.25 to .07 cents per 100 cubic feet.

Gas service must be negotiated directly with Pacific Gas & Electric Company. Two 4-inch H.P. mains are adjacent to the property. Costs for industrial gas on an interruptible basis range from 34.5 to 42.7 cents per million cubic feet.

Adequate power to meet all needs is available from PG&E. Rates run from 1.02 to 1.41 cents per kilowatt hour. Sewer service is provided by the City of Stockton.

Western Pacific provides rail service within reciprocal switching limits of Stockton. Two streets front the property and Highway 50 is in the immediate area.

Tract number 7 — Turlock — Stanislaus County — These 55 acres are located in the City of Turlock, one of the major food processing centers of the San Joaquin Valley. The property is level, with adequate drainage and is zoned for heavy industry. The combined 1958-59 City and County tax rate per $100 assessed valuation was $7.49.

Water is in close proximity and a 12-inch main with 38-42 pound per square inch pressure is extended to the property. The water is provided by the City of Turlock. Water rates range from a $2 minimum to .05 cents per 100 gallons over 150,000.

There are 3-inch H.P. gas mains adjacent to the property and a 10-inch main is located about 1500 feet from the property. All negotiations must be made with Pacific Gas & Electric Company. Rates for industrial gas on an interruptible basis run from 34.5 cents to 42.7 cents per million cubic feet.

Power is available from Turlock Irrigation District in any quantity. As an example, for 100 H.P. there is a service charge of $27.50 plus $.0085 per kilowatt hour.

A sewer is adjacent to the land. The property is bordered by three paved roads and a fourth is to be improved. There is easy access to State Highway 99. Tidewater Southern Railway (Western Pacific System) provides rail facilities within reciprocal switching limits of Turlock.

Tract 8 — Modesto — This tract consists of 216 acres inside the Southern city limits of Modesto. The property is level and has adequate drainage. It is zoned for heavy industrial use. The combined 1958-59 City and County tax rate per $100 assessed valuation was $7.30.

The City of Modesto has a 12-inch water main on the property with a pressure of 55 pounds per square inch. Rates range from $1.35 per 1000 cubic feet to .45 cents per 1000 cubic feet.

An 8-inch H.P. gas main and a 4-inch main are located in the immediate vicinity and arrangements must be made through Pacific Gas & Electric Company. Cost of industrial gas varies from 34.5 cents to 42.7 cents per million cubic feet.

Power is provided by the Turlock Irrigation District and rates run from 1.44 cents to .95 cents per kilowatt hour. The city of Modesto has provided sewers adjacent to the property. Industry must clear sewage disposal with the city in regard to type and amount.

Rail facilities are provided by Tidewater Southern Railway (WP subsidiary) within reciprocal switching limits of Modesto. The property is located on good country roads which connect with main State Highway U. S. 99.

Tract number 10 — San Jose — Consisting of approximately 8 acres, this tract is adjacent to the south boundary of the City of San Jose within the city limits. It is level property with good drainage to the south. The site is zoned for heavy industrial use. It had a combined 1958-59 City and County tax rate per $100 assessed valuation of $7.08 plus .92 cents on land and .14 cents on land and improvements.

Water is provided by a 12-inch main with 75 pounds per square inch pressure. Rates run from $1.70 to .14½ cents per 100 cubic feet for 500 cubic feet to over 30,000 cubic feet.

The property is serviced by a 4-inch H.P. gas main. Negotiations must be made with Pacific Gas & Electric Company. Rates range from 34.5 cents to 42.7 cents per million cubic feet.

There is adequate power for all needs. Rates run from 1.02 cents to 1.41 cents per kilowatt hour. A 15-inch sewer main is adjacent to the property.

The site is within 3 blocks of U. S. Highway 101 and 8 minutes from the center of San Jose. Western Pacific provides rail facilities within reciprocal switching limits of San Jose.

Tract 11 — Stockton — San Joaquin County — This tract, consisting of 351 acres, is outside the city limits of Stockton although in the process of annex, adjacent to the main yard of the Western Pacific Railroad and the Tidewater Southern Railway on the south side of Stockton on level ground. It is zoned for light or heavy industry. The 1958-59 combined City and County tax rate per $100 assessed valuation was $8.81.

Water is supplied by the California Water Service Company from a 12-inch main with 40-45 pounds per square inch pressure. Rate range from $1.25 to .07 cents per 100 cubic feet.

Both 4-inch and 6-inch H.P. gas mains are lo-

cated adjacent to the property. A 16-inch H.P. main is approximately one mile way. Industry must negotiate directly with Pacific Gas & Electric Company for service. On an interruptible basis industrial gas rates run from 34.5 cents to 42.7 cents per million cubic feet.

Power is also available from PG&E with rates ranging from 1.02 to 1.41 cents per kilowatt hour.

Sewers are not available at present although industrial septic tanks can be used. Service by the City is under consideration and expected in the near future. The property is located on a paved road leading to main highways, U. S. 50 and 99. Western Pacific provides rail service within reciprocal switching limits of Stockton.

Tract number 12 — Sacramento — This land consists of two parcels, one 13.6 acres and one 2.8 acres on the west side of the city near the heart of the wholesale district adjacent to the Sacramento River. It is level ground with good drainage. The property is zoned for warehousing and light industry. The combined 1958-59 City and County tax rate per $100 assessed valuation was $7.70.

A 6-inch water main with 35 pounds pressure is adjacent to the property serviced by the City of Sacramento. The probable rate for industrial demand ranges from 12 cents per 100 cubic feet to 6 cents.

An 8-inch H.P. gas main is adjacent to the property. Industry must negotiate directly with Pacific Gas & Electric Company for service. Cost of industrial gas on an interruptible basis runs from 34.5 cents to 42.7 cents per million cubic feet.

Power is available to meet normal demands. Provided by the Sacramento Municipal Utility District, rates run from 1.89 cents to 1.02 cents per kilowatt hour.

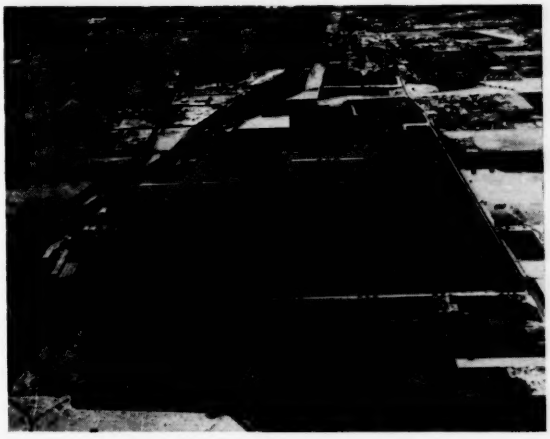
A 12-inch sewer is available adjacent to the property. Sacramento Northern (Western Pacific System) provides rail facilities within reciprocal switching limits of Sacramento. The property is located 8 blocks from U. S. Highway 40 and within a mile of U. S. Highway 50.

Tract number 13 — Livermore, Alameda County — This tract consists of 185 acres about two miles east of Livermore. The ground is level with good drainage. Annexation by the City of Livermore has been completed. The site is zoned for heavy industry. The 1958-59 combined City and County tax rate per $100 assessed valuation was $6.46.

Water and sewers are now available.

There is a 22-inch H.P. gas main on the site available to meet all requirements. Industry must

TRACT 8—City of Modesto, Stanislaus County



TRACT 11—City of Stockton, San Joaquin County

TRACT 16—City of Fremont, Alameda County

negotiate directly with Pacific Gas & Electric Company for service. Rates of industrial gas on an interruptible basis range from 34.5 cents to 42.5 cents per million cubic feet. Electric service is also provided by PG&E with average costs per kilowatt hour running from 1.02 to 1.41 cents.

The site fronts on Highway 50 frontage road and rail facilities are provided by Western Pacific.

Tract number 14 — Tracy — San Joaquin County — This tract consists of 305 acres outside the City of Tracy. At present it is proposed to be annexed into the City of Tracy. The land is level with good drainage and is zoned for heavy industry. The combined 1958-59 City-County tax rate was $7.20 per $100 assessed valuation.

There is an underground water supply. The city has passed a resolution of intention to bring water to the property when required.

A 4-inch H.P. gas main is located about 2500 feet from the property and a 26-inch H.P. main is located about one mile from the property. Negotiations must be made directly with Pacific Gas & Electric Company. Industrial gas rates run from 34.5 to 42.5 cents per million cubic feet.

The city has passed a resolution of intention to bring sewers to the property when required. The property is located approximately one-half mile from Highway 50. Rail service is provided by Western Pacific.

Tract number 15 — Concord — Contra Costa County — Consisting of approximately 90 acres inside the city limits of Concord, this tract is level with good drainage. It is located 12 miles from the center of Oakland. It is zoned for light industrial — controlled manufacturing use. The combined 1958-59 City and County tax rate per $100 assessed valuation was $9.69.

Water is provided by the California Water Service Company. There are 12-inch mains with 50-55 pounds per square inch pressure. In quantities of 100,000 gallons the cost per 1000 gallons per month is $.367 and in quantities of 1 million gallons the cost per 1000 gallons is $.267.

A 4-inch H.P. gas main is adjacent to the property and a 10-inch H.P. main is nearby. Industry must negotiate directly with Pacific Gas & Electric Company for service. Cost range from 36.2 cents to 46 cents per million cubic feet. Power is also provided by PG&E and costs run from 1.800 cents to 1.059 per kilowatt hour.

Sanitary and industrial sewers are provided by the City of Concord with a 12-inch main. The property is approximately 1 mile from the new freeway into Oakland and San Francisco. It is centrally located in regard to main highways. Sacramento Northern (WP system) provides rail service.

Tract number 16 — Fremont, Alameda County — This tract, consisting of 130 acres, is located in the newly formed City of Fremont. The ground is level with good drainage. It is zoned for industry and has a combined 1958-59 City and County tax rate per $100 assessed valuation of $8.17.

Water is supplied by Southern Alameda County Water District with an 8-inch main nearby. A 10-inch sewer main is adjacent to the property and also a 12-inch main serves a portion of the property.

A 16-inch H.P. gas main runs through the property to meet all requirement. Negotiations are made with Pacific Gas & Electric Company. Rates of industrial gas on an interruptible basis range from 34.5 cents to 42.5 cents per million cubic feet. Power is available to meet all requirements and this service is also provided by PG&E. The average costs per kilowatt hour run from 1.02 to 1.41 cents.

Two paved county roads front the property which connects with State Highway 17 and the new freeway which is nearby. Rail service is provided by Western Pacific.

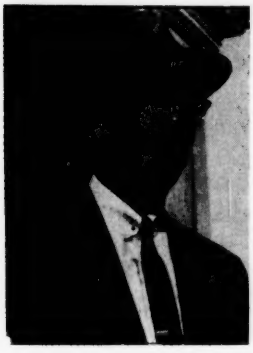
The current market value of the industrial properties held by Western Pacific is estimated at about $22 million against which there are about $3.4 million of loans outstanding. Company policy is to purchase additional land as a replacement when a tract is sold. Last year, for instance, property sales totaled $1.41 million and purchases were $1.47 million. There was an additional outlay of $187,000 for roads, utilities and other improvements.

Utility rates mentioned in the foregoing site list were based on latest data available in convenient form. However, it is possible that some rates have changed and interested firms are advised to obtain latest rates direct from utility firms before making location analyses.

Results Prove Industry Likes Land Program

That expanding American firms appreciate Western Pacific's efforts to set aside prime industrial sites is evidenced from the steady flow of new plant locations along the route. In 1955 Western Pacific located 83 new plants on its line. The total for 1956 was 52, for 1957 54, for 1958 47 and for 7 months of 1959 it was 25.

This is an average of about one important new



F. B. Stratton

Sam Fordyce

E. P. Jagels

R. W. Harlan

plant every week for a 5-year period! And the list of industries served by Western Pacific includes many of the big names in American business. You will find, just to mention a few, U. S. Pipe and Foundry, Ford, International Paper, Johns-Manville, Deere and Company, Armco Drainage, Inland Steel, American Thread, and Mohawk Rubber.

It is apparent that the land acquisition program is paying off both for the expanding firms and for Western Pacific. The big Ford plant alone probably would justify a major part of the effort and it is only one of many units which have been landed.

The Western Pacific Development Team

One of the principal advantages you will enjoy in bringing your site selection problems to Western Pacific is the service of a highly professional organization. The industrial development department is staffed and organized to provide you with the maximum in professional service.

Director of industrial development is F. B. "Bert" Stratton who is also president of the subsidiary Standard Realty and Development Company. Assistant to the director is Sam Fordyce. E. P. Jagels is general manager of Standard Realty and Development. Western Pacific industrial agent is R. W. Harlan and the staff includes personable young O. L. "Dick" Hocker.

You need not worry about the relationship of Western Pacific and Standard Realty — for all practical purposes you simply deal with Bert Stratton and his staff and they take care of the paperwork. You will find that from the top man right on down they are an alert and competent crew.

Bert Stratton is one of the top industrial developers in the nation. He is currently president of the American Railway Development Association — the international organization of industrial developers associated with railroads. In 1956 when the government selected a three-man committee to study the industrial policies of the Alaska railroad he was chosen as chairman.

Fordyce has an extensive background in development activities including service with the Kansas City Southern line, with the Louisiana and Arkansas Railroad and with Arkansas Power & Light Company.

Over the years the WP team has introduced a good many industrial development "firsts." In addition to the pioneering land program the staff has shown a willingness to venture into new areas of study and to employ advanced techniques.

Western Pacific was one of the first groups to invest substantially in research. A series of studies were sponsored at Stanford Research Institute to bring in comprehensive data on the area served by the line. This resulted in a series of industrial plant location data sheets which emphasized analysis of growth factors.

Not long after the helicopter came onto the scene, Western Pacific began offering a helicopter inspection of plant sites in northern California. It is for these and other sound reasons that I.D. chose Western Pacific for the subject of its first comprehensive report on a rail development department.

Probably the best evidence of the basic philosophy of Western Pacific is Stratton's statement that "when we face a decision we try to make it on the basis of long-term interest — taking the widest possible viewpoint."

Another cornerstone of Western Pacific development policy is to place great importance on planning. This includes not only the tracts which are purchased by Western Pacific but the communities in which they are located.

Western Pacific encourages communities to es-

O. L. Hocker

Carl R. Nipper

tablish sound comprehensive plans and to zone property intelligently. Zoning, they believe, should be paralleled with the company's interest and every effort is made to have each tract of WP land zoned for its best possible use.

Still another basic premise is the strong belief in the importance of flexibility. Stratton explains this by saying that Western Pacific does not always insist upon selling property to a major rail user, even though that is preferred.

If WP has ample land in a given area it is willing to sell that property and reinvest elsewhere. Unlike some lines, Western Pacific has no set requirement which is expressed in number of freight cars per year per acre or some similar index.

Stratton readily admits that his biggest thrill in plant location work to date was the landing of the $45 million Ford installation at Milpitas. That came about when Harold Osgood, Ford property management official, came around one day and indicated an interest in the Bay area. Western Pacific was called one day and asked to send someone over on the following morning to talk about the project.

"We were ready," Stratton says, and he took Osgood down to Milpitas on a Saturday morning to show him the tract which was at that time completely undeveloped. At that stage Osgood wasn't sold and he was looking actively at several other sites.

Several months later a Ford group came out from Michigan and got very much interested in the Milpitas location. Still, when it came time to negotiate the settlement, there were problems. These were eased when Western Pacific took on responsibility for getting the necessary sewer and water lines and drainage ditches installed.

Stratton says, "When the chips were down on the Ford project the fact that we owned land and were ready to develop it was the deciding factor. This is one sound reason why Western Pacific, for its size, has been the biggest buyer of industrial land among the nation's railroads."

While the key men in WP's development effort are those in the industrial development department at headquarters in San Francisco, this is by no means the extent of the service that is offered to you. Western Pacific agents throughout the country are indoctrinated in the basic facts of life regarding plant location and are at your beck and call.

Names, phone numbers and locations of these representatives are given in the accompanying chart.

To get a line on just one typical district sales official, I.D.'s editor visited Carl R. Nipper who manages the office at San Jose, California. Nipper is the sort of man you will find at your service wherever the WP serves.

Lunching at the University Club, he told us of the many changes he has seen take place in development in the years he has been active around San Jose. "Here our traffic used to be mostly outbound fruits and vegetables, but now we have a big volume of manufactured items moving both ways," he explains.

Discussing his function in plant location, Nipper said all WP local men try to stay close to local situations and encourage local chamber of commerce activities and other development programs. They also keep close to local government activities so as to be of maximum help to you when you come site-seeking.

For example, if you were looking here, Nipper could help you analyze your tax situation by putting you in touch with the proper tax assessment officials and showing you how to put your property on the books. "People who come here tell us Western Pacific does more than the average railroad in helping them find a plant location," Nipper asserts.

Quizzing him on a variety of matters we found that Nipper had a great deal of information of value in selecting a site. With respect to real estate brokers he said that WP was happy to pay brokers a commission on the sale of properties owned by the railroad. In connection with financing he said Standard Realty has financed warehouses but has yet not engaged in financing manufacturing plants.

He said in his opinion one of the advantages that you, the site-seeking business firm, would enjoy in dealing with WP is the fact that "we of-

fer a firm price on land" and "we are a responsible business firm."

If you should select a site that is owned by WP you may reserve the spot by means of a quick verbal agreement. The WP people can act just as quickly as you can.

When it comes to firming up the arrangements you will probably be asked to sign a contract which includes such typical provisions as these:

THIS AGREEMENT, made this ____ day of _____, 19____, between THE WESTERN PACIFIC RAILROAD COMPANY, a California corporation, First Party, and _____, Second Party,

WITNESSETH:

WHEREAS, First Party is the owner of a tract of land containing an area of _____, more or less, in the _____, shown outlined in yellow on print annexed hereto, marked Exhibit "A", and hereby by reference made a part hereof; and

WHEREAS, Second Party is desirous of purchasing said land, and First Party is willing to sell said land to Second Party, for and in consideration of the cash sale price hereinafter set forth, **only if and provided that Second Party constructs a building** thereon suitable for use in its business, with spur track service, all as hereinafter provided;

NOW, THEREFORE, in consideration of the premises and of **the convenants and agreements hereinafter set forth, the parties** hereto agree as follows:

1. **First Party shall promptly sell and shall convey said tract of land so owned by it to Second Party and shall convey a good marketable title to said land, by grant deed, to Second Party, subject only to current taxes (taxes to be prorated as of the date of recordation of such deed), and Second Party shall pay First Party therefor in cash a purchase price of $**.....

2. Second Party shall construct a building on said land suitable for use in its business and shall complete it within _____ years after the date of recordation of deed from First Party to it, unless such time limit is extended by First Party.

3. Second Party agrees to execute an Industry Track Agreement with First Party not later than _____ years from the date of recordation of said deed, said agreement to be in the customary **form employed by First Party and to provide for the immediate** construction of a spur track to serve said building.

4. Should Second Party fail to construct and complete a building on said land, with provision for spur track service thereto as aforesaid, within said _____-year term (or within such term as extended by First Party), First Party shall have the option, at any time within one (1) year after the expiration of such term, or within one (1) year after the expiration of any extension thereof if extended by First Party, of repurchasing said land at a repurchase price in the amount of $_____; and Second Party hereby convenants and agrees that it will, on receipt of written notice from First Party of the exercise by it of said repurchase option and of the deposit in escrow by it of the repurchase price hereinabove specified, do or cause to be done all things necessary to revest clear title in fee simple to said land in First Party (subject only to current taxes not delinquent and encumbrances and restrictions of record on the date of this agreement), including the execution and delivery of a grant deed to First Party and any other instruments necessary or appropriate to remove any liens.

5. Time is of the essence of this agreement.

6. This agreement shall be binding upon the successors and assigns of the parties hereto.

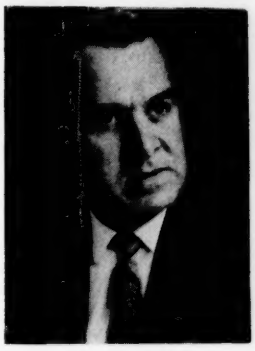
IN WITNESS WHEREOF, the parties hereto executed this agreement in duplicate the day and year first above written.

This side agreement under Paragraph 2 provides that the industry shall construct a building upon the land purchased and complete it within two years after the date of recordation of the deed.

This clause is standard in all the agreements, however under some circumstances the date can be extended. Additionally, if the industry fails to comply with this provision, then the Railroad has the option of repurchasing the land at the original sale price.

Other Western Pacific Departments Offer Aid

When President Whitman said that the entire Western Pacific organization from his office on down was interested in industrial development, he meant it. There are a good many important services which are offered to you by units other than those engaged in development and sales.



Don Loftus

G. M. Bruere

An excellent example is the WP's planning section which is concerned with the long-range growth and progress of the company. Headed by Don Loftus, assistant to the president, this unit can offer you extremely valuable service in evaluating the feasibility of a site along the WP lines.

Actually the research section organizationally is attached to the office of the president and is the unit engaged in making the basic studies of potential both for the line and for you. Here is a spot you can pick up information that has been compiled by such organizations as Stanford Research Institute, for the use of Western Pacific officials.

Naturally Western Pacific has an interest in forecasting freight shipments and in planning facilities. Some plans are being extended 10 to 15 years ahead. There is real value for you here in such things as input-output analyses of the western region (7 to 11 states) and extensive studies of specific industrial categories.

These latter studies are very helpful in pinpointing opportunities. For example, a comprehensive probe of the non-ferrous metals industry indicated that there would be an opportunity for a copper fabricating plant in the area.

Loftus said, "We are learning by doing — breaking new ground all the time." Certainly it is evident that his program is far advanced by comparison with those of other class one U. S. railroads.

Just remember that this crew of 5 experts in the research and planning section is available to conduct specific studies for you if it appears your future expansion may involve a site in the territory served by WP.

More Research in the Marketing Division

Another spot in the WP organization where you can find help in studying plant location factors is in the research section of the marketing division. Here you will meet G. M. Bruere, director of market research who recently joined WP after heading up a regional rail research program. Prior to that Bruere was on the faculty at Stanford in government transportation studies and earlier he was an executive assistant in the office of the president of the Chicago and North Western line.

Generally, you will find that the work conducted in Bruere's section is of a more specific short-term nature than that under the supervision of Don Loftus in the president's office. Bruere is concerned immediately with consumer research, sales planning, market studies, costs, and traffic statistics. For example, he might be engaged in a study of the need for an Eastbound piggyback movement for perishables.

Bruere is also engaged in a number of studies which fall under the heading of Traffic Service Engineering. These are programs designed to reduce your costs in terms of loss and damage, packaging, materials handling, and various distribution problems. Just recently this office provided extensive aid for a Midwestern trailer manufacturer interested in containerization and planning to relocate on the west coast.

Public Relations at Your Service

Another WP department which will happily assist you in your new plant location is the public relations shop which is headed by Gilbert H. Kneiss, assistant to the president. Should you desire it, they will be glad to help you announce your plant and pave the way for good relations in the local community.

If you wish, the WP will remain quietly behind the scenes and keep entirely out of the limelight. It's up to you.

A variety of programs calculated to win friends and influence people have had their origin in Kneiss' department. One of the more striking projects that he has developed in recent years is the Cariboo Country Special, an annual tour into northern Canada from San Francisco. It's a 4500-mile ride through the Feather River Canyon, the Columbia River Gorge, past Puget Sound and as far north as Fort St. John and Dawson Creek, returning through Edmonton and Jasper Park. This tour has become so popular that guests have come from as far as New York for the 10-day outing.

Kneiss has also done some outstanding work in recording the early history of the Western Pacific. Because the circumstances surrounding the construction of the road are significant in some respects even today, you might find it worthwhile to look up the Golden Anniversary issue of the Western Pacific magazine "Mileposts" which details the birth of the line.

But the folks here at the main office are a lot more concerned today with the future than they are about the past. All eyes are ahead and enthusiasm runs high.

Development specialist Fordvce reports that he recently called on 50 executives from large firms headquartered in the East and all except 4 said that they would eventually expand into the West. Certainly there is every reason for enthusiasm based upon sound analysis.

In the opinion of I.D.'s editor several of the areas served by WP are going to "explode" in the next few years. There is a big story to be told about the new town of Fremont in southern Alameda County and the Sacramento ship channel project very probably will be one of the biggest developments in the entire West.

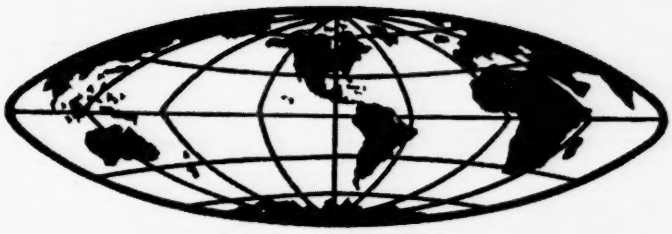
Fremont is a town recently incorporated with a population of 33,000 and is already the third largest city in area in the state. Western Pacific is already on the ground with industrial acreage and will be in the thick of the development of this new city.

The spectacular Sacramento ship channel project involves opening a direct ocean channel into the heart of the city to cross what has been marshland cut only by a winding route. Thousands of acres of prime new land will be opened in a section that is almost surrounded by urban growth. The possibilities for new process plants and for new developments of all kinds are tremendous.

What does WP President Whitman think about future prospects? He told I.D.'s editor, "We are determined to maintain a dynamic, fast moving organization — we will increase our share."

REPRINTS ARE AVAILABLE GRATIS

This study of opportunities in the Western Pacific territory was conducted with the cooperation and support of the Western Pacific Railroad. Reprints are available from Mr. F. B. Stratton, Director of Industrial Development, Western Pacific Railroad, 526 Mission Street, San Francisco 5, California.



MANUFACTURERS RECORD

THE INTERNATIONAL SUMMARY OF PLANT LOCATION NEWS ESTABLISHED 1882 VOLUME 129 NO. 1

By DONALD V. QUINN

PHILADELPHIA, PA., DEC. 21 — Pennsalt Chemicals Corporation has concluded negotiations with Cabot, Cabot & Forbes to purchase a 50-acre site in the King of Prussia Park for construction of a Technical Center which will ultimately represent an investment of $6 million.

In announcing the new purchase, Pennsalt president William P. Drake, said that it will permit an orderly expansion of Pennsalt's growing needs for technical facilities, for research, development and technical service.

Plans call for a campus-type arrangement featuring a central mall. The first building in the complex will be a two-story laboratory occupying approximately 21,000 square feet. This will be devoted to product development and technical service on Pennsalt's proprietary chemicals for the metal working industry, laundry and dry cleaning trade, food and dairy plants, as well as consumer products for the farm and home. The Isotron refrigerant and aerosol propellant technical group will also occupy expanded facilities in this new building. Construction of the first building will start early in 1960 and will be completed before the end of that year.

HAWTHORNE, CALIF., JAN. 8 — A new $2 million plant, world's largest for manufacture of fiberglass reinforced plastic building panels, was opened here by Filon Plastics Corporation.

President David S. Perry, said approximately 200 persons will be employed in the new 72,000 square foot plant at 333 N. Van Ness Avenue when it is operating at full capacity and that the 9-acre site permits substantial expansion when needed.

About 56,000 square feet of the factory are devoted to manufacturing and warehousing while the remainder of the floor area, on two air-conditioned levels, will house offices, laboratories, display and texting facilities.

EDINBURGH, SCOTLAND.— North British Rubber Company, a subsidiary of United States Rubber Company, has placed in operation here a modern hose factory that is the major and final phase of an $8.5 million expansion and modernization program begun in 1956.

Regarded as the most modern industrial hose manufacturing unit in Europe, the new structure is a one-story brick and steel structure with 84,000 square feet of manufacturing space. The equipment it houses is used to make a range of hose for the world's oil fields and high-pressure hose for the British market. Both general hose types are established products of the company whose Scottish employees have a world-wide reputation for craftsmanship.

The hose plant was erected on a seven-acre plot of the company's 22-acre factory site in the heart of Edinburgh. North British has 3,500 employees.

BARRIE, ONTARIO, CANADA, DEC., 1959. Announcement early in November that Canadian Tampax Corporation would build a new plant on a 15-acre site on Highway 400 here.

The new plant will contain more than 40,000 square feet. The building itself will be architecturally designed to take full advantage of the high advertising potential offered by this site, alongside Canada's busiest highway. Construction is expected to begin this fall and the plant is expected to be ready for operation by October, 1960. Initial payroll will be about 50 employees. W. N. McArthur is vice president of Canadian Tampax.

The following is a summary of major industrial plants in the United States, Canada, and foreign countries, reported to INDUSTRIAL DEVELOPMENT during the month of December, 1959 by industries and industrial development organizations.

Number of employees is indicated by the code: A(Under 25); B(25-100); C(100-250); D(250-1,000); and E(over 1,000).

ALABAMA

Anniston — D. S. Kennedy Co.; John Cuniff, Mgr. Transmission towers. In Oper., $300,000. (C)

Bessemer — Alabama Container Corp.; Robert B. Holt, Gen. Mgr. 1418, 11th Street, North. Corrugated cartons and corrugated paper. In Oper. $500,000.

Huntsville — K & M Mfg. Co.; Knocked-down furniture. Est. date of Oper., Feb. 1960. $250,000. (B)

Montgomery — Foremost Dairies, Inc.; Walker Barfield, Dist. Mgr. Milk processing plant. Under Constr. 8½-acre site. $1 million.

Russellville — U.S. Reduction Co.; Philip Kolinsky, Plnt. Mgr. Aluminum smelting. Est. date of Oper., Late, 1960. $400,000. (B)

Winfield — Continental Conveyor & Equipment Co.; George R. Maples, Jr., Pres. Machinery for oil industry etc. Est. date of Oper., Fall, 1960. 70,000 Sq. Ft. $650,000.

ALASKA

No Plants Reported.

ARIZONA

No Plants Reported.

ARKANSAS

Batesville — Seiberling Rubber Co.; J. P. Seiberling, Pres. Shoe products and other rubber goods. Est. date of Constr., Spring, 1960. $1.3 million. (C)

Jonesboro — American District Telegraph Company; W. Darl Simpson, Ex. Rep. Fire, burglary, and other hazard alarms. Plans announced. 25-acre site. 50,000 Sq. Ft.

McGehee — Potlatch Forests, Inc.; Joseph L. Betts, V. Pres. Paper board for milk cartons, cigarette boxes and food packaging. Plans announced. $35 million. 513.69-acre site. (D)

CALIFORNIA

Burlingame — A. B. Chance Co.; Adrian Rd. Electrical products manufacturing In Oper. 20,000 Sq. Ft.

Fresno — Ak-Mak Bakeries, Inc.; 4175 So. Cherry Ave. Frozen heat and eat dinners, crackers, shish kebab buns. Under Constr. $1.5 million. 41,000 Sq. Ft. (B)

Fresno — F. M. Speekman Co.; F. M. Speekman, Pres. Chestnut & Commerce Aves. Industrial chemicals. Plans announced. $500,000. (B)

Hawthorne — Filon Plastics Corp.; David S. Perry, Pres. 333 N. Van Ness Ave. Fiberglass reinforced plastic building panels. In Oper. 72,000 Sq. Ft. 9-acre site. $2 million. (C)

Los Gatos — Cadre Industries Corp.; Fred J. DuBois, V. Pres. Santa Clara-Los Gatos Road. Electrical and electronic wire harness. Under Constr. Est. date of Oper., Middle of 1960. $1.5 million. 96,000 Sq. Ft. (D)

Newport Beach — Collins Radio Co.; Kirk Draheim, Asst. Mgr. MacArthur Blvd. High speed digetal computers, communication transmission devices and other communication equipment components. Under Constr. Est. date of Oper., early 1961. (E)

San Jose — United Research Corp.; Donald L. Putt, Lieut. Gen. USAF (Ret.), Pres. Solid fuels for missiles and space vehicles. Under Constr. $12.5 million. 3,400-acre site. (D)

South San Francisco Armour & Company; Fred A. De Mander, Western Area Eng. Meat processing, distributing warehouse. Plans announced. $2 million.

COLORADO

Denver — Cascade Container Corp.; Robert M. Herman, Asst. sales Mgr. W. 44th Ave. & McIntyre St. Corrugated containers. Under Constr. $2.5 million. 50,000 Sq. Ft. (B)

Goodrich — N.C. Ginther-Excelsior Oil Corp.; R. I. West, Area Mgr. Process natural gas, produce propane, butane and natural gasoline. In Oper. $750,000.

CONNECTICUT

Milford — Eversharp Inc.; G. G. Welsh, Exec. V. Pres. Razors and razor blades. Plans announced. $2 million.

Orange — M. Setlow & Son Inc.; Herbert D. Setlow, Pres. Indian River Road. Work clothing and special type of garments. Plans announced. $200,000. 17,000 Sq. Ft.

DELAWARE

Delaware City — Stauffer Chemical Co.; Hans Stauffer, Offl. Carbon disulphide. Est. date of Oper., early, 1961. $5 million. (B)

DISTRICT OF COLUMBIA

No Plants Reported.

FLORIDA

Clearwater — Tepro. Elec. Corp. of Fla.; Electronics. In Oper. (B)

Eustis — Building Parts, Inc.; Lester I. Dingee, Pres. Component parts for home builders. In Oper. (B)

Jacksonville — General Electric Co.; Harold Bongarten, Offl. Rebuilding electric equipment for industry. Est. date of Oper., Spring, 1960. (B)

Lakeland — Phillips Control Corp.; Merle Hayward, V. Pres., & Mgr. (Subs. of Allied Paper Corp.; Relay switches used in rockets, aircraft, telephone & power industries. In Oper. 25,000 Sq. Ft. (C)

Leesburg — Finest Manufacturing Co.; Robert N. Bussey, Pres. Prefabricated houses. Est. date of Oper., March, 1960. 28,800 Sq. Ft. (B)

Miami — Cinco Screens, Inc.; S. H. Vuncanon, Pres. Aluminum window screens. In Oper. (B)

Miami — Leathercraft Laminated Products, Corp.; Arthur Schaffel, Pres. Wooden bars, cabinets, etc. In Oper. (B)

Miami — Henry Michaels, Inc.; Henry Michaels, Pres. Children's dresses. In Oper. (B)

Miami — Western Electric Co., Inc.; N. Leon West, Mgr. Distribution center. Est. date of Oper., Mid-1960. $2 million. (C)

Panama City — Metal Galvanizing and Tank Corp.; H. N. Hathaway, Pres. Galvanizing steel. Est. date of Oper., March, 1960. $180,000. (B)

Port St. Joe — Florida Gulf Fibre Co.; Robert L. Main, Offl. Corrugated paperboard from hardboard. Est. date of Oper., 1961. $13.5 million. (D)

GEORGIA

Atlanta — Zep Mfg. Corp.; Sanitary supplies. In Oper. 160,000 Sq. Ft. $1.3 million.

Cordele — Corunna Mfg. Co.; Mobile homes. Est. date of Oper., March, 1960. (C)

Eatonton — Eatonton Mfg. Co.; Apparel. Under Constr. 50,000 Sq. Ft. (D)

Gibson — Gibson Garment Co.; Apparel. Plans announced. 16,000 Sq. Ft. (C)

Milledgeville — AMSCO Hospital Liquids; Hospital laboratory materials. Sterilizers, surgical tables and lights and equipment for science and industry. Plans announced. $700,000. 50,000 Sq. Ft. 16-acre site. (C)

Savannah — Mohawk Steel Company, Inc.; James M. Ryan, Sr., Pres. Fabricating and distribution of steel. Plans announced for early 1960. 60-acre site. (D)

HAWAII

No Plants reported.

IDAHO

Boise — Terry Coach Industries, Inc.; Roy Clayton, Pres. Travel trailers. In Oper. (B)

Fayette — Fayette Plywood Corp.; A. V. Kinney, Res. Mgr. Commercial grade sheeting. Est. date of Oper., Feb. 1960. (B)

Pocatello — J. R. Simplot Co.; Bill Brissendon, Pub. Rel. Mgr. Phosphate plant. Under Constr. $2 million.

ILLINOIS

Illiopolis — Borden Chemical Company; A. R. Marusi, Pres. Polyvinyl chloride and copolymer products for the vinyl flooring industry, record industry, solution coatings and extrusion grades and specialty resins. Plans announced. 20-acre site. $4 million.

INDIANA

No Plants Reported.

THE TOP TEN

On the basis of the number of significant new plants reported to INDUSTRIAL DEVELOPMENT during the past six months, here are the leading states in industrial expansion and the number of plants reported for each:

1.	Pennsylvania	79
2.	California	71
3.	Massachusetts	66
4.	Florida	63
5.	Mississippi	50
6.	North Carolina	46
7.	Texas	44
8.	Michigan	42
9.	Tennessee	39
10.	Arkansas	38

IOWA

Davenport — Aluminum Co. of America (ALCOA); Hugh Hannah, Publ. Rel. Aluminum sheet. Est. date of Oper., Spring, 1960. $450,000. (B)

Denison — Corn Belt Packing Co.; Dave Fogel, Pres. Food products. Est. date of Oper., Feb. 1960. (B)

Des Moines — Iowa Tubular Steel Products; Dave Taylor, Comptroller. Tubular steel. In Oper. $300,000.

Dubuque — Arbor Tool Corp.; Edward Argue, V. Pres. Tools & dies. In Oper. (B)

Fairfield — Rockwell-Standard Corp.; F. J. Queenan, Pres. Universal joints. Est. date of Oper., 1961. $3 million. 30-acre site. (C)

George — Sudenga Industries; Jay Sudenga, Owner. Bulk grain handling equip. In Oper. (B)

Grinnell — Miracle Playground Equipment; C. W. Ahrens, Pres. Playground equipment. Est. date of Oper., March, 1960. $215,000. (B)

Marshalltown — Fisher Governor Co.; Control instruments. In Oper. $250,000. (B)

Marshalltown — Lenox Industries; Heating equip. In Oper. (C)

Marshalltown — Minneapolis & St. Louis RR.; Vern Russell, Dir. of Ind. Dev. Refrigerated railroad cars. In Oper. (B)

Mason City — State Brand Creameries; McQueen, Asst. Mgr. Dairy products. Est. date of Oper., Feb. 1960. $200,000. (B)

Muscatine — H. V. Keller Mfg. Co.; Howard E. Kerr, Pres. Oregon Street. Metal fabrication plant (Ironing boards, etc.) Est. date of Oper., Feb. 1960. 27,000 Sq. Ft. (B)

Sioux City — Albertson Co.; Don Jacobsen, Sales Mgr. Electrical machines. Est. date of Oper., Spring, 1960, $150,000. (B)

Sioux City — Armour & Co.; V. O. Eodes, Gen. Mgr. Food products. Est. date of Oper., Spring, 1960. (D)

Sioux City — Cargill Inc.; Mr. Levenworth, Sales, Mgr. Grain products. Est. date of Oper., Fall, 1960. $1 million.

Sioux City — Sioux City Dressed Beef; Carter Dennis, Pres. Dressed beef, Est. date of Oper., Spring, 1960. $300,000.

KANSAS

Emporia — Aeroglide Corporation; James F. Kelley, Pres. Grain driers. In Oper. $Multi-million. 60,000 Sq. Ft.

Independence — The Star Tank & Boat Co.; Harold Schrock, Pres. & Gen. Mgr. Fiberglass boats. In Oper. (B)

Neodesha — Stevie Togs, Inc.; Sam N. Greenstein, Pres. Small boys clothing. Est. date of Oper., March, 1960. 14,000 Sq. Ft. (C)

Parsons — Grand Central Rocket Co.; Robert White, Pub. Rel. Solid fuel propellant motors (Solid fuel missile) Plans announced. (D)

KENTUCKY

Columbia — Lion Uniform, Inc.; Tom Howard, Mgr. Work uniforms. In Oper. (B)

Louisville — Clarmor Boat Works; Morris B. Borowitz, Offl. Houseboats. In Oper. (B)

Louisville — Enro Shirt Co., Inc.; James E. Rosenblum, Ex. V. Pres. Shirts. Under Constr. Est. date of Oper., Mid-1960. 137,000 Sq. Ft. $2.25 million. (D)

Russellville — Charles R. Allen & Co.; Paving mix. In Oper. (B)

Shelbyville — Briel Industries, Inc.; C. W. Briel, Jr., Offl. Aluminum processing-alloying and castings. Est. date of Oper., Feb. 1960. (B)

Williamsburg — Lion Uniform Co.; Charles R. Howard, Offl. Work uniforms. In Oper. (C)

LOUISVILLE

No Plants Reported.

MAINE

North Windham — CBS Electronics; (Div. of Columbia Broadcasting System, Inc.) Miniature receiving tubes for radio & TV sets. Est. date of Oper., Feb. 1960. (B)

South Postland — Leemath, Industries, Inc.; Precision machining of berylium. Also sheet metal field. In Oper. 50,000 Sq. Ft. (B)

MARYLAND

No Plants Reported.

MASSACHUSETTS

Haverhill — Western Electric Corp.; Synthetic Quartz. Est. date of Oper., April, 1960. 12,000 Sq. Ft. (C)

Leominster — Solar Chemical Corp.; John Zomlefer, Pres. Chemical products. Est. date of Oper., Mid-1960. $750,000. (C)

Natick — Atlas Controls, Inc.; Electronic power supplies. Est. date of Oper., May, 1960. 15,000 Sq. Ft. (B)

Sudbury — Sperry Rand, Corp.; Dr. W. L. Barrows, V. Pres. Research & Development. Est. date of Oper., Late 1960. 65,000 Sq. Ft. (C)

Taunton — Ad A Day Co.; Robert Ford, Plnt. Mgr. Calendars, etc. Est. date of Oper., April, 1960. 18,000 Sq. Ft. (C)

Waltham — Itek Corp.; John Garter, Gen. Mgr. Electronics. Est. date of Oper., Mid-1960. 15,000 Sq. Ft. (C)

Westminster — Decotone Products; (Div. of Fitchburg Paper Co.) George R. Wallace, Pres. Route 2A. Paper plant. Plans announced. $1.5 million. 45-acre site. (C)

Woburn — Cry-O-Vac Co.; Chemical specialties. Est. date of Oper., May, 1960. 50,000 Sq. Ft. (B)

MICHIGAN

Ann Arbor — American Metal Products Company; Research and development of products and processes for use in rocket engine construction, nuclear fuels, and space vehicles. In Oper. 20-acre site. 18,000 Sq. Ft. $750,000. (B)

Detroit — Chrysler Corp.; L. L. Colbert, Pres. Automobiles. In Oper. $20 million.

Wyandotte — Pennsalt Chemicals; W. P. Drake, Pres. Chemicals. Under Constr. $6 million. (E)

MINNESOTA

Faribault — McQuay, Inc.; Coils for air conditioners, unit heaters, pre-fab. chimneys. In Oper. 40,000 Sq. Ft. $250,000.

Granite Falls — Granite Falls Hydraulic, Inc.; Hydraulic pumps, valves & tools. Under Constr. Est. date of Oper., early summer, 1960. $250,000. (A)

Plymouth — Flui Dyne Engineering Corp.; Flight simulating facilities. Under Constr. Est. date of Oper., Spring, 1960. $300,000.

Red Wing — Fiberglass Products Co.; Fiberglass boats. In Oper. 24,000 Sq. Ft. (B)

St. Paul — Minnesota Mining & Mfg. Co.; Research center. Est. date of Oper., early, 1962. $10 million. 265-acre site.

Windom — Bauman Egg Co.; Egg processing. Under Constr. $250,000. (B)

MISSISSIPPI

Batesville — Panola Incorporated; Women's foundation garments. In Oper. 15,000 Sq. Ft. (B)

Bruce — Bruce Mfg. Co.; Van Riley, Offl. Furniture. Est. date of Oper., Feb. 1960. (C)

Cleveland — Delta Architectural Products Co.; Aluminum & other metal products. Plans announced. 50,000 Sq. Ft. (B)

Derma — Calhoun Industries; George Bowman, Mgr. Upholstered furniture. In Oper. (B)

Forest — Southeastern Packing Company; Poultry. In Oper. $650,000. (D)

Greenwood — Baldwin Piano Co.; Lucien Wulsin, Pres. Cases & wood parts for pianos and organs. Plans announced. $6 million. 260,000 Sq. Ft. 70-acre site. (D)

Hattiesburg — F. S. PreStress, Inc.; Concrete products. In Oper. $350,000. (B)

Lexington — Black Creek Charcoal Co.; C. W. Martin, Supt. Charcoal briquets. Est. date of Oper., March, 1960. (B)

Liberty — Liberty Mfg. Co.; Textile products. Est. date of Oper., early, 1960. (D)

Lucedale — Lucedale Manufacturing Co., Inc.; Apparel. In Oper. $200,000. (C)

Meridian — Meridian Malleable Iron Company; Castings. In Oper. (B)

Meridian — White Products Company; Water heaters. In Oper. $250,000. (B)

Natchez — Burt Tank Corp.; Metal products. Est. date of Oper., early, 1960. (C)

Pascagoula — Bluff Creak Canning Co., Animal food. In Oper. (B)

Pascagoula — Clark Seafood Company; Frozen foods. In Oper. (B)

Pascagoula — Standard Grain Company; Grain elevators. In Oper. $4 million. (B)

Picayune — Pearl Veneer Co.; Veneer. In Oper. $200,000. (B)

Quitman — Quitman Knitting Mills, Inc.; Apparel. In Oper. $250,000. (C)

Ripley — American Bilt-Rite Company; Rubber soling material for footwear, produces rubber soles, etc. vinyl and rubber floor coverings. Est. date of Oper., late 1960. 200,000 Sq. Ft. $3 million. (D)

(Continued on Page 70)

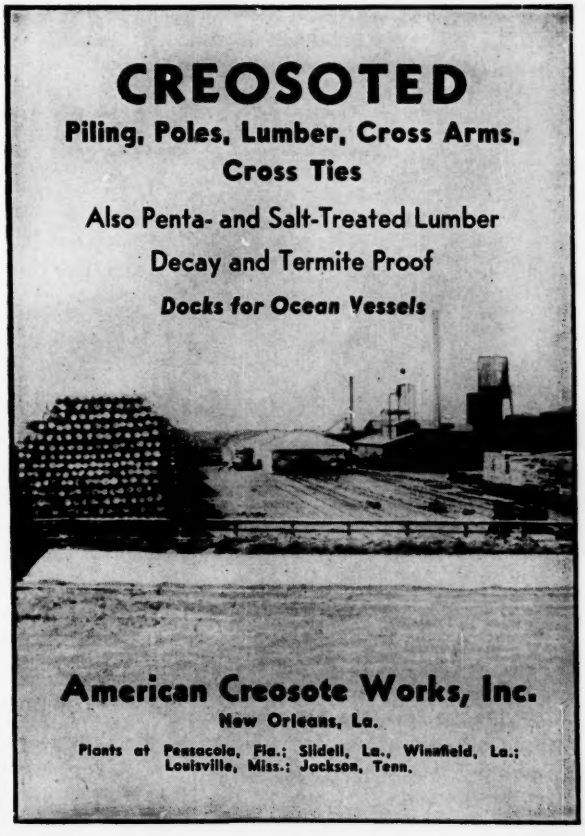
COMING IN MAY

THE BLUE BOOK OF SOUTHERN PROGRESS

A SURVEY OF THE SOUTH AND ITS ECONOMIC PROGRESS PUBLISHED ANNUALLY FOR MORE THAN FIFTY YEARS.

A SPECIAL EDITION OF INDUSTRIAL DEVELOPMENT AND MANUFACTURERS RECORD

The International Guide to Industrial Planning and Expansion


CREOSOTED
Piling, Poles, Lumber, Cross Arms, Cross Ties
Also Penta- and Salt-Treated Lumber
Decay and Termite Proof
Docks for Ocean Vessels
American Creosote Works, Inc.
New Orleans, La.
Plants at Pensacola, Fla.; Slidell, La., Winnfield, La.; Louisville, Miss.; Jackson, Tenn.

An aerial view of downtown San Juan, Puerto Rico's capital and major port. The Commonwealth is served by thirty shipping lines and twelve air lines. San Juan is less than 3½ hours from New York daily by jet.

Now Puerto Rico offers new industry 100% exemption from every kind of income tax

Teodoro Moscoso

"Federal taxes don't apply in Puerto Rico because we have no vote in Congress," says Teodoro Moscoso, Puerto Rico's Economic Development Administrator. "Therefore we are free to assess our own taxes and to grant tax exemption as part of our industrialization drive. Over 600 new or expanding U. S. companies have already set up shop in Puerto Rico. We welcome all newcomers except runaway plants."

PUERTO RICO'S dramatic bid to raise her standard of living is going great guns. And it is gaining impetus.

The Commonwealth Government is now offering U. S. manufacturers such overwhelming incentives that nearly six hundred new plants have been established on this sun-drenched Caribbean island in less than ten years.

First and most compelling incentive is tax exemption. Manufacturers who set up genuinely new or expanding operations in Puerto Rico are free of income and municipal taxes for ten years.

"The power to create"

The Commonwealth can offer this exemption because it has complete control over its own tax structure. Puerto Rico has no vote in Congress—and consequently federal taxes do not apply. *"No taxation without representation."*

Says Mr. Moscoso: "The power *not* to tax can become the power to create. We direct this power to encourage investment."

The impressive figures in the table on the opposite page show you how Puerto Rico's tax holiday can increase your profits. But make no mistake. Puerto Rico does *not*

Corporate Tax Exemption

If your net profit after U. S. Corporate Income Tax is:	Your net profit in Puerto Rico would be:
$ 29,500	$ 50,000
53,500	100,000
245,500	500,000
485,500	1,000,000

Dividend Tax Exemption*

If your income after U. S. Individual Income Tax is:	Your net income in Puerto Rico would be:
$ 7,775	$ 10,000
15,877	25,000
25,214	50,000
51,223	200,000

*Dividends of the first seven years of operations are tax-free, but only if paid to residents of Puerto Rico by a tax-exempt corporation. Examples are based on Federal rates (Jan. 1, 1959) for single persons.

grant tax exemption to plants that run away from the United States and thus deprive U. S. workers of their jobs.

Profits before taxes

"When businessmen look at Puerto Rico as a site for a plant," says Mr. Moscoso, "their long range concern is not profits *without* taxes, but profits *before* taxes.

"Tax exemption is the all-important triggering device which assures a corporation of an unfettered chance to get started. But we find that tax exemption by itself is not the decisive element."

In the following paragraphs you will read about some of the incentives other than income tax exemption that Puerto Rico offers to U. S. manufacturers.

Ample skilled labor

Puerto Rico's labor reservoir of 650,000 men and women has developed remarkable levels of productivity and efficiency. Fourteen per cent of these workers are still unemployed.

Vocational schools are excellent—and the average Puerto Rican is quick to learn and noticeably clever with his hands. The progress made in technical skills may be gauged from the fact that there are now many factories producing delicate electronic equipment.

A typical example is the Puerto Rican subsidiary of National Video Corporation of Chicago, America's biggest independent manufacturer of television picture tubes. Asher Cole, National Video's president, has this to say:

"Our operation down on the island has far exceeded our fondest expectations. The quality of our Puerto Rican work is excellent. We now depend on our Puerto Rican plant for seventy-five per cent of our component requirements."

Available buildings and power

Despite Puerto Rico's extraordinary rate of industrial expansion, there are still a number of brand-new buildings available for purchase or rental. Or, if you prefer, the Commonwealth will build a factory to your own specifications and help you secure financing. The government authorities will even screen job applicants—and then assist in training them to operate your machines.

As for power, it is becoming more abundant every day. Puerto Rico now has the fastest-growing electric power system in the world. Capacity will actually be *doubled* within the next four years.

Property and excise tax exemption

Tax exempt companies are granted exemption from property tax for a *minimum* period of five years—and a *maximum* of ten.

Your Puerto Rican plant also gets a permanent exemption from excise tax on all raw materials, machinery and equipment that are essential to the actual manufacturing process.

Then there is the stable political climate of the island itself. Puerto Rico is a self-governing Commonwealth within the American Union. The U. S. dollar is currency. Money, people and goods move to and from the U. S. mainland without tariffs, passports or red tape.

Furthermore, it is good to know that your property and your investments are protected by the Constitutions of *both* the United States and Puerto Rico.

Why you will be proud of your plant

Puerto Rico's tax exemption program is not a tax dodge. Nor is it a precarious offer. It is a carefully planned industrial incentive that has the full backing of the Commonwealth Government.

Far from being uneasy about qualifying for tax exemption in Puerto Rico, you will feel justifiably proud. For, by starting a new plant on this sunny Caribbean island, you will be playing your part in one of the most exciting industrial renaissances the world has ever seen. You will be helping an energetic, courageous people to stand on their own economic feet. A rewarding thought.

As Mr. Moscoso recently said to a group of businessmen at a Los Angeles briefing conference:

"In scarcely more than ten years, we have changed from a defeated and hopeless community into a proud people. We are proud of the results we have obtained for our investors. We are proud of our role in the world as an example to others. We are proud of our relationship with the U. S., and we are immensely gratified that we have given the U. S. cause to be proud of us."

Are you eligible?

To find out if your company can qualify for tax exemption in Puerto Rico, mail coupon below—or call our nearest office:

In New York: CIrcle 5-1200
In Chicago: ANdover 3-4887
In Los Angeles: WEbster 1-1225
In Miami: FRanklin 7-2618
In Dallas: FLeetwood 2-9844

Mail coupon for booklet, "Puerto Rico, profits, and you"

Commonwealth of Puerto Rico,
Economic Development Administration, ID-2
666 Fifth Avenue, New York 19, N. Y.

Sirs: My company manufactures _____.
Please send me your illustrated booklet, "Puerto Rico, profits, and you," and other information about Puerto Rico's advantages as a plant site.

Name _____
(PLEASE PRINT)

Position _____

Company _____

Address _____

City _____ **Zone** ____ **State** _____

MISSOURI

Hannibal — Pacific Industries, Inc.; Arthur Krato, Plant Mgr. 1830 Patchen St. Central heating plants and recessed wall heaters. In Oper. 40,000 Sq. Ft. (C)

Kansas City — Owens-Illinois Glass Company; Carl R. McGowen, Pres. 501 Iron Street. Plastic bottles. Plans announced. 36,000 Sq. Ft. (B)

Lesterville — Union Electric Co.; Electric Power. Pumped storage plant. Plans announced. $50 million.

St. Joseph — Wire Rope Corp. of America; James Josendale, Pres. Wire rope and wire rope slings. Plans announced $2 million.

MONTANA

No Plants Reported.

NEBRASKA

No Plants Reported.

NEVADA

No Plants Reported.

NEW HAMPSHIRE

No Plants Reported.

NEW JERSEY

Newark — Agfa Inc.; Color film processing. Est. date of Oper., end, 1960. $500,000. (C)

NEW MEXICO

Carlsbad — Southwest Engineering and Machinery; Farm, refinery, and industrial equipment. Est. date of Oper., Apr. 1960. $500,000.

NEW YORK

Schenectady — General Electric; W. E. Saupe, Gen. Mgr. Electronics materials and processes laboratory. Est. date of Constr., Spring, 1960. Est. date of Oper., Late, 1961. 110,000 Sq. Ft. $3.5 million.

NORTH CAROLINA

Beulaville — Beulaville Garment Corp.; Ladies' dresses and children's clothing. Est. date of Oper., Feb. 1960. (C)

Cary — American Marine Products, Inc.; (AMP) S. Wilson Pollock, V. Pres. Computer components, and other electrical devices. Est. date of Oper., Aug. 1960. 10.61-acre site. (C)

Goldsboro — Lori Mfg. Corp.; Women's sportswear. Est. date of Constr. Feb. 1960. Est. date of Oper., Fall, 1960. (C)

Grifton — Evans Mfg. Co.; Vanceboro Hwy. Clothing. Est. date of Oper., June, 1960. $250,000. 50,000 Sq. Ft. (D)

Morehead — Carteret Industries, Inc.; Truman D. Kemp, Offl. Garments. Est. date of Constr., Feb. 1960. 15,000 Sq. Ft. (C)

Mount Holly — Southern Dystuff Co.; (Div. of American-Marietta Corp.) Sulfur dyestuffs. Plans announced. $350,000.

Rickingham — J. P. Stevens Co.; George Browder, Mgr. Woolen cloth. Est. date of Oper., April, 1960. (C)

Wendell — Bailey Import Ltd.; S. Witriol, Pres. & Owner. Children's dresses. In Oper., 15,000 Sq. Ft. (C)

NORTH DAKOTA

No Plants Reported.

OHIO

Cincinnati — Emery Industries; Azelaic and pelargonic acids. Under Constr. $6 million.

OKLAHOMA

Broken Bow — Dierks Forests, Inc.; Fred Dierks, Pres. Asphalt impregnated insulation board. Under Constr. Est. date of Oper., early, 1961. $1.5 million. (B)

Tulsa — Automated Metals Corp.; Henry M. Hansen, Pres. Aluminum panels for trailers. Plans announced. 23,000 Sq. Ft. (A)

Tulsa — S. H. Kress Co.; Warehouse. In Oper. $400,000. 42,500 Sq. Ft. (B)

OREGON

Beaverton — Tektronix, Inc.; 13500 SW Jenkins Road. Oscilloscopes and other electronic instruments. Plans announced. $1.8 million. 125,426 Sq. Ft.

Portland — Dairy Cooperative Assn.; Dairy processing. Est. date of Oper., Feb. 1960. $1.25 million.

PENNSYLVANIA

Auburn — Fritco Co.; John D. Williamson, Pres. Corn chips and other food products. Plans announced. $3 million. 50,000 Sq. Ft. (D)

Center Square — Philco Corp.; Research center. Plans announced. $2 million. 200,000 Sq. Ft.

Hatboro — Vick Chemical; Pharmaceuticals. Plans announced. 40-acre site. $2 million.

Hatfield — American Machine & Metals Inc.; Charles W. Anderson, Pres. Bergey Rd. Springs for Precision equip. Est. date of Constr., 1960. 86-acre site. $3½ million. 180,000 Sq. Ft.

Kane — Cotton Hanlon Co.; Wood products. Plans announced. 18-acre site. (B)

Meadville — Gryogenics Inc.; D. C. Wang, Asst. to Pres. Dia-plug valves. Plans announced. 20,000 Sq. Ft.

Norristown — Pennsalt Chemicals Corp.; William P. Drake, Pres. King of Prussia Park. Chemicals for the metal working industry, laundry and dry cleaning trade, food and dairy plant, also consumer products for the farm and home, refrigerants and aerosol propellants. Est. date of Constr, early 1960. Est. date of Oper., end of 1960. 21,000 Sq. Ft. $6 million. 50-acre site.

Radnor — Wyeth Laboratories, Inc.; Pharmaceuticals. Plans announced. $8 million.

Reading — David Crystal, Inc.; Vincent Draddy, Pres. N. 13th Street. Dresses. Plans announced. 50,000 Sq. Ft. 12-acre site. (D)

Reading — Western Electric Co.; Transistors & electronic devices. Plans announced. 200,000 Sq. Ft. $2.5 million. (E)

PUERTO RICO

No Plants Reported.

RHODE ISLAND

No Plants Reported.

SOUTH CAROLINA

Allendale — Fred Whitaker Co.; Ralph Whitaker, Pres. Wool process for apparel and tufted carpets. Plans announced. $1 million. 75,000 Sq. Ft. 200-acre site. (B)

Baldoc — Allendale Wool Scouring Plant; Carpet wool. Under Constr. $1 million. (C)

Canadays — S. C. Electric & Gas Co.; Steam Generating plant. Under Constr. $23 million.

Starr — Carolina Tank Corp.; Othel Smith, Asst. Supt. Steel underground tanks. In Oper. (B)

SOUTH DAKOTA

No Plants Reported.

TENNESSEE

Franklin — General Multi-Forms Co.; Leonard Ghertner, Pres. Hwy 31. Printed business forms. Est. date of Oper., 1960. $200,000. 25,000 Sq. Ft. 20-acre site.

Knoxville — National Linen Service Corp.; West Ave. Supplies roller towels with cabinets to plants, institutions, restaurants, motels, clinics, etc.

Plans announced. 50,000 Sq. Ft. $1 million. (D)

Memphis — Parsons-Merrit Co.; Donald R. Parsons, V. Pres. Hwy 61-S. Tool and die Mfg. Est. date of Oper., Spring, 1960. 6-acre site. 20,000 Sq. Ft. (C)

Newport — Detroit Gasket & Mfg. Co.; Gaskets, auto trim, floor mats and grills. In Oper. 68,000 Sq. Ft. (D)

TEXAS

Hondo — Falco, Inc.; Bill Gardner, Pres. Two-place planes. In Oper. (D)

LaPorte — Du Pont Company; Clark W. Davis, Gen. Mgr. Sulfuric Acid. Under Constr. $Multi-million.

Sherman — Glasspar Co.; L. J. Neiger, Pres. Glass fiber outboard boats. Est. date of Oper., April 1960. 55,000 Sq. Ft. (B)

UTAH

No Plants Reported.

VERMONT

No Plants Reported.

VIRGINIA

Ashland — Jefferson Mfg. Co.; Howard F. Marks, Pres. U.S. Rt. 1. Men's slacks, shorts and swim trunks, and women's shorts, skirts and slacks. Under Constr. Est. date of Oper., July, 1960. 25,000 Sq. Ft. 6-acre site. (C)

Lawrenceville — Craddock-Terry Shoe Co.; Shoes. Plans announced. Constr., 1960. $500,000. (D)

WASHINGTON

No Plants Reported.

WEST VIRGINIA

No Plants Reported.

WISCONSIN

No Plants Reported.

WYOMING

No Plants Reported.

CANADA

ALBERTA

Calgary — Melwood Mfg. Ltd.; E. V. Keith, Pres. MacLeod Trail & 96 Aven. Millwork, cabinets, etc. In Oper. $1 million.

(Continued on Page 72)

DIRECTED BY
Richard Edmonds ..1882-1930
Frank Gould 1930-1943
William Beury 1943-1955
McKinley Conway ..1956

MANUFACTURERS RECORD
(IN REVIEW)

"What Enriches Any Region Enriches The Nation"

FEBRUARY 1886 (AS ABSTRACTED MORE THAN 70 YEARS LATER) BALTIMORE, MD.

Gooch Freezer Co.

Hardware dealers and those using the celebrated Gooch Ice Cream Freezers will be pleased to learn that the Gooch Freezer Co., of Cincinnati, Ohio, have moved into their elegant new quarters, extending from 28 to 38 East 9th Street, corner of Sycamore street, and are now prepared to fill orders more promptly.

Their business, owing to the excellence of their goods, has reached wonderful proportions, and they ship goods to nearly all civilized parts of the world. These freezers are all well made, never defective, and very popular wherever used. A great many are sold in the South, and they are often shipped in carload lots.

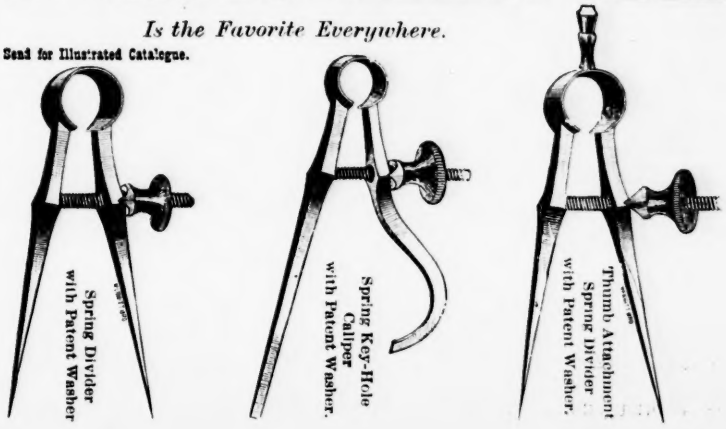
How to Advertise

A contemporary in some "hints on advertising," says: "Another thing which publishers have to contend with is that the results of advertising are not always visible to patrons, many of whom cannot understand why custom cannot be directly traced to the source where they expended their money to obtain it. Business is like a river with many tributaries, and in which it is impossible to trace every individual drop of water to the spring from whence it came. But if a journal is selected for advertising purposes that reaches time and again the persons most likely to be interested in the solicitation, that paper is certainly a sure fountainhead of profitable trade in the stream of patronage far below. Temporary advertisements in a small way will not produce an immediate or permanent increase of business any more than a light shower will affect the depth of water in a well, but by persistency in the use of printer's ink in the right direction the results sought will be gained in the end with interest."

Brush Improvement

Good articles are constantly replacing inferior ones. The new patent process of the Detroit Pat. Brush Co. consists in laying the brush fibre in grooves, doubled about a strong wire, securely fastened. This reduces the wear and prevents the fibre (bristles) from falling out or breaking off, as is the case with bristles or fibre stitched on leather and tacked on shrinking wood. The Detroit Pat. Brush Co. use nothing but the best material, which, with their superior method, gives them a superior article, which they sell at about the same price as a poorer one. Their "Rice Root Horse Brush" is becoming very popular with horsemen, and a brush has recently been designed for scrubbing and whitewashing young fruit trees, to free them from insects. Large shipments have already been made to Eastern jobbers, although the season has scarcely opened. Jobbers will be furnished with samples and prices by addressing Detroit Pat. Brush Co., 436 Guoin Street, Detroit, Mich.

J. STEVENS ARMS AND TOOL CO.
P. O. BOX 860,
CHICOPEE FALLS, MASS.
—MANUFACTURERS OF—
SPRING CALIPERS & DIVIDERS
Fine Machinists' Tools and Firearms.
Our SHOOTING GALLERY RIFLE
Is the Favorite Everywhere.
Send for Illustrated Catalogue.


Spring Divider with Patent Washer
Spring Key-Hole Caliper with Patent Washer.
Thumb Attachment Spring Divider with Patent Washer.

NEW PLANTS

Calgary — Murray Mfg. Co.; 322-11 Ave. W. Upholstered furniture. Plans announced. 26,000 Sq. Ft. (B)

Calgary — National Tank Co.; Tracy Smith, V. Pres. 5th St. S.E. Tank & Pressure vessels. Under Constr. $200,000. (B)

Calgary — Western Rolling Mills, Ltd.; Harold Cohen, Pres. Bonnybrook Rd. & Bow River. Merchant bar steel products. Est. date of Oper., 1960. $1.25 million. 30-acre site. 60,000 Sq. Ft. (C)

Highfield — Dominion Mfg. Ltd.; 9th St. S.E .Caskets. In Oper. 3-acre site. 14,000 Sq. Ft.

BRITISH COLUMBIA

No Plants Reported.

MANITOBA

St. Boniface — Standard Chemical Ltd.; D. R. Dorrell, Mgr. 681 Plinquet St. Bleach, solvents, insecticides. Est. date of Oper., Summer, 1960. $100,000. (B)

Winnipeg — Guertin Bros. (Paint) Ltd.; N. Guertin, Pres. 343 Sherbrook St. Paint. Est. date of Oper., Sept. 1960. $100,000. (B)

NEW BRUNSWICK

No Plants Reported.

NEWFOUNDLAND

No Plants Reported.

NOVA SCOTIA

No Plants Reported.

ONTARIO

Barrie — Canadian Tampax Corp.; W. N. McArthur, V. Pres. Hwy 400. Sanitary supplies. Est. date of Const. Fall, 1960. Est. date of Oper., Oct. 1960. 40,000 Sq. Ft. 15-acre site.

Don Mills — Sampson-Matthews Ltd.; 1165 Leslie Street. Offset, letterpress and silkscreen printing. In Oper. 32,000 Sq. Ft.

Oshawa — Myers Cotton Products Ltd.; & Canadian Art Needlework; H. V. Myers, Pres. Wiping and polishing clothes, lambswool specialties, polishing discs and service specialties. Aprons, children's clothes, advertising novelties, and textile products. Est. date of Oper., June 1960. 10,000 Sq. Ft. (B)

Toronto — Owens-Illinois of Canada Ltd.; J. H. Chapman, Offl. N. Queen St. Rigid plastic containers. In Oper. 40,000 Sq. Ft.

PRINCE EDWARD ISLE

No Plants Reported.

QUEBEC

No Plants Reported.

SASKATCHEWAN

No Plants Reported.

FOREIGN

Korea — Samchok. Oriental Chemical Industries Co., Ltd.; Soda Ash, sodium bicarbonate and calcium chloride. Plans announced. $5.6 million.

Russia — Kalinin. Intertex International, Inc.; Textile manufacturing. Est. date of Oper., 1961. $30 million.

Scotland — Edinburgh. North British Rubber Co.; (Subs. of United States Rubber Co.) High-pressure hose, air, water suction, steam, spray, chemical, oxy-acetylene, brewers, sand-blast, tar-spraying and fire-fighting hose. Braided, tough, lightweight hose. In Oper. 22-acre site. 84,000 Sq. Ft. (E)

INDUSTRIAL DEVELOPMENT BRIEFS
MANUFACTURERS RECORD

Ohio's new Department of Industrial and Economic Development, headed by Koder Collison as Director, is to have broad research, public planning, advisory, and publicity functions. Among its duties will be the preparation of research studies and the suitability of Ohio as a location for various types of establishments, in response to requests by local civic, governmental and business groups in behalf of prospective investors. It will also be responsible for recommendations having to do with long-range water management.

Koder Collison

* * *

The new Maryland Department of Economic Development is getting under way. George W. Hubley, Jr., formerly head of the Kentucky Department of Economic Development, is coming in as the Director and is bringing William A. Pate with him as his second-in-command.

* * *

The Ventura County Industrial Plaza, a new 124-acre development northwest of Los Angeles, can boast of ready access by four means of transportation. It occupies the former site of the American Crystal Sugar Company adjacent to the deep-water harbor of Port Hueneme and is convenient to the Oxnard Airport; main highways and a branch railroad serve the site directly. Acreage for new buildings and space in existing buildings are being offered.

* * *

New officers of the Southern Industrial Development Council have been announced. Warren H. Farmer, General Manager of the Natchez (Mississippi) Association of Commerce, is President; Paul Miller, Manager of the Industrial Bureau of the Atlanta Chamber of Commerce, is Vice President; and Rex Jennings, Manager of the Industrial Department of the Fort Worth Chamber of Commerce, is the Secretary-Treasurer.

* * *

The new President of the New Jersey Industrial Development Association at Trenton is Alvin C. Hopkins, Manager of Industrial Development of the Delaware, Lackawanna and Western Railroad. Other officers are Harold J. Shamberger of the New Jersey Manufacturers Association, First Vice President; T. Harry Hansen of Orange and Rockland Utilities, Second Vice President; and R. C. Crane of Elizabethtown Consolidated Gas Company, Secretary-Treasurer.

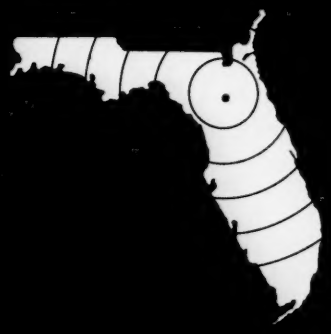
* * *

The Centex Industrial Park in Elk Grove Village, a northwestern suburb of Chicago, is planning a $3 million industrial center to help it play host to its growing industrial family. An additional $3 million is involved in eleven other projects within the 755-acre tract, the largest being new plants for Louis Milani Foods, Inc., and Dupli-Color Products Company, Inc. In the 27 months since the park was opened, 40 companies have located there and about 30 per cent of its land has been sold.

science

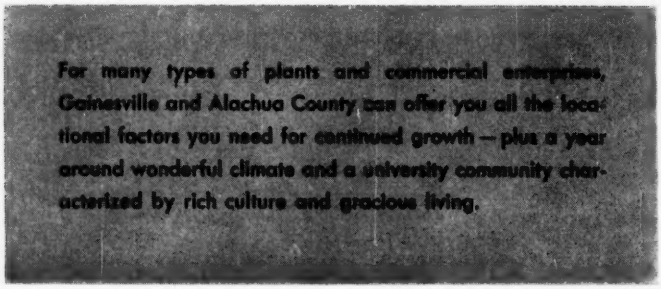
medicine

engineering



GAINESVILLE

Home of The University of Florida


For many types of plants and commercial enterprises, Gainesville and Alachua County can offer you all the locational factors you need for continued growth — plus a year around wonderful climate and a university community characterized by rich culture and gracious living.

A FLORIDA CENTER OF

By JOUETT DAVENPORT

GAINESVILLE. In this cheerful land of stately palm trees and Spanish moss, where flowers bloom boldly in mid-winter, nobody seems to be in a hurry. In fact, one of the first impressions a visitor gets in Gainesville is that it is a place of gracious living.

However, behind this apparently leisurely pace is a steadily growing industrial and commercial economy backed up by the tremendous, right-at-hand scientific, engineering, medical and general educational resources of the University of Florida.

You learn quickly about the importance of what the University has to offer in chatting with just about any industrial leader here you might choose.

Proximity of the school was given, for example, as the "biggest factor" in the location here of the Sperry-Rand Electronic Tube Division plant of Sperry-Rand Corporation.

Paul Bergman, building services and security superintendent of the operation, explained to us in an interview that production activities at the plant require the services of highly trained engineers. "We are able," he said, "to get a lot of good men from the University's excellent College of Engineering. This recruiting of personnel is made much easier for us by the fact that the school is right here."

Mr. Bergman said further that his company has used, and is continuing to use, the research facilities of the Engineering school by awarding contracts for special projects. "Our people," he added, "also are able to take special training courses from the broad curriculum offered here."

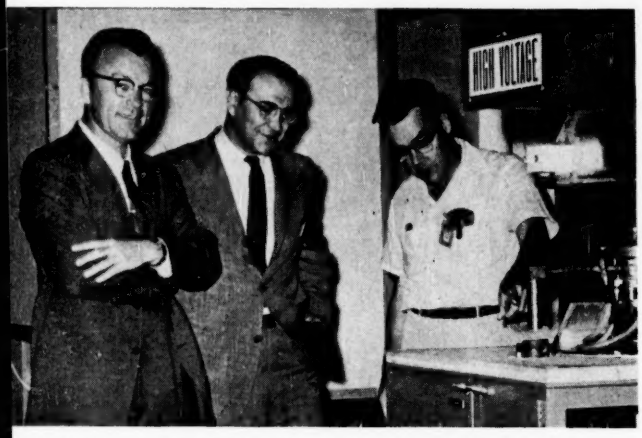
Operations at the plant were begun in March of 1955, and it has undergone several expansions since that time. Current employment is approximately 700, and when an expansion now under way is completed, an additional 200 workers will be employed. The plant will then have a total of 126,000 square feet of space. It produces microwave electronic tubes.

Mr. Bergman said his company had found "a high level of intelligence in the workers available in this area" and stressed that "we seem to be liked by the local citizens and have been well treated by the community."

Further comment about the University came from L. W. Mims, manager of the Cabot Carbon Company's pine tar distilling plant in Gainesville. "We have found the facilities of the research lab-

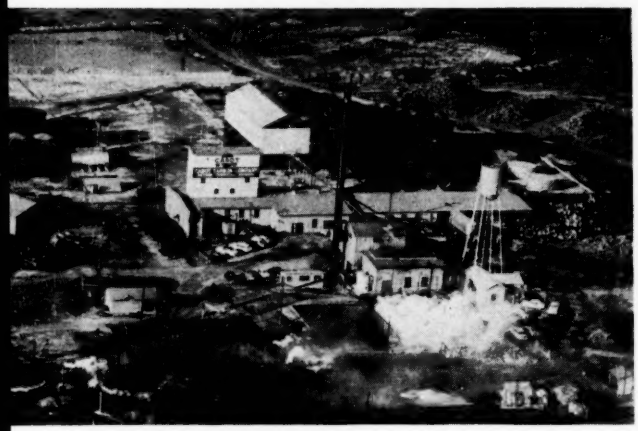
INDUSTRIAL OPPORTUNITY

The "nerve center" of the University of Florida is the Administration Building. This handsome and impressive structure, marking one of the most attractive spots in the area, houses all the administrative offices including that of University President J. Wayne Reitz.



Looking over a tube processing station in the big Gaiesville plant of the Sperry-Rand Electronic Tube Division are (left to right) Joseph C. Brenner, vice president and general manager of the plant; E. U. Da Parma, executive vice president of the Sperry Gyroscope Company Division of Sperry-Rand Corporation, and Charles E. Rich, works manager of the operation here.

Tung Oil Products Company is a "home grown" industry in Gainesville and one that has enjoyed rapid growth. Executive Vice President H. S. Anderson cited such favorable location factors here as "efficient workers, fine schools and a good moral climate."



The sprawling operation of Cabot Carbon Company, shown here in part, is the largest pine tar plant in the world, producing about 60 per cent of total production in the nation. From Gainesville it ships to a world-wide market, with about 30 per cent of output going into export trade.

oratories to be very helpful to us," he said, "and they have done a good job in handling several projects for us."

Since the plant produces pine tar and pine tar oil, the proximity of raw materials — the fat pine trees which grow rampant on Florida's flat terrain — was the most important location factor, he said.

From here the plant ships to a worldwide market, with about 30 per cent of production going into export trade. In this connection, Mr. Mims pointed out that most of the product is moved by rail, supplemented by some truck shipments, and "we have found the transportation facilities well able to serve all our needs."

Employment varies from about 150 at peak season in the summer to around 115 in the "off" season. "We have been pleased with the workers here and have found the labor climate to be excellent," the plant manager added.

He described the facility as "the largest pine tar plant in the world, producing about 60 per cent of totol production in the United States."

A "home grown" industry in Gainesville, and one that reflects the opportunity for development of diverse new enterprises here, is Tung Oil Products, Inc. The operation was launched in 1948 at Brooker, Florida, but was moved here in 1955.

Executive Vice President H. S. Anderson is a native of Gainesville. "For one thing," he observed, "in moving the plant here I wanted to come back home, and we felt, too, that this location would be more advantageous from all standpoints. Gainesville and Alachua County," Mr. Anderson continued, "have efficient workers, fine schools and a good moral climate."

The company produces some 112 different paints and varnishes. Tung oil, one of the raw materials used, is brought in by tank truck from nearby sources, and finished products are also shipped by truck to a market extending throughout the Southeastern and Southwestern states.

Another very advantageous location factor stressed by Mr. Anderson was the relatively low cost of plant construction, as the mild climate does not require some of the heavier types of structures needed in areas of severe winters. He cited the fact that the original plant, built in 1955, cost only $4 a square foot. A recently completed and handsome addition to the plant was built for about $6 a square foot, including executive offices, air conditioning installation and outside paving.

The highly automated and efficient plant employs 25 persons currently.

Equally enthusiastic about the Gainesville area is Charles H. Abrams, manager of the plant of Koppers Company, Inc. Originally from Maryland, Mr. Abrams came here from Cincinnati, and he unhesitatingly declares: "Gainesville is the best town in the United States! In this wonderful climate we never have to miss a day of work because of weather. Furthermore," he continued, "we have found our workers to be stable and reliable, and we have a very small turnover."

Employing from 100 to 150 men, depending upon the season, the plant produces treated utility poles at the rate of 75,000 a year. While most of the output is sold right in Florida, shipments are made to points along the whole Atlantic Seaboard. The poles, taken from timber sources in the area, are moved both by rail and by truck.

The University of Florida— Asset par Excellence

Speaking further of enthusiasm, you will find a bundle of it in the person of dynamic Dean Joseph Weil of the University of Florida's College of Engineering.

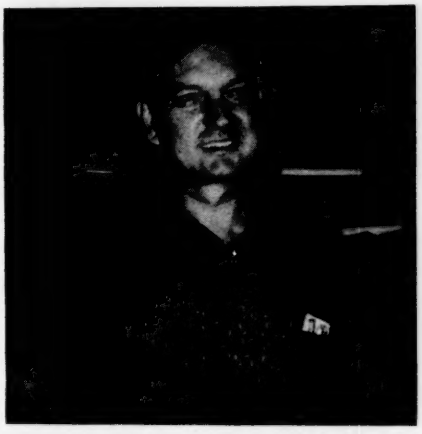
In our visit to his office, we found the Dean, who is also director of the Industrial and Engineering Experiment Station, bubbling with information about what the college has done, is doing, and intends to do in the future.

His first comment was, in a succinct understandment: "We can do much to help the development of industry."

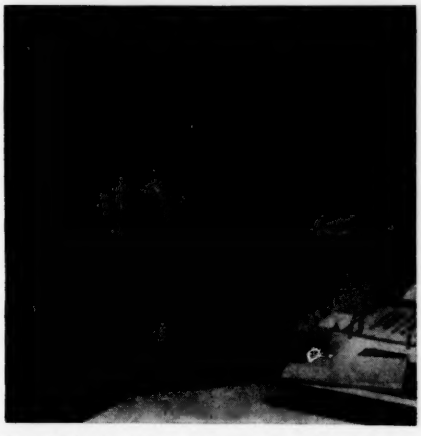
Reviewing briefly the history of the Engineering and Industrial Experiment Station, Dean Weil said the legislative act creating the station was dated 1941, but it was not until 1944 that funds were released for it actually to begin operations. In that year $16,000 was spent in connection with research projects pertaining to the development of the natural resources of Florida and the development of industry.

Through the years the facilities and staff have grown to the point where the current budget is around $3 million annually and there are 260 persons on the engineering payroll. Additional engineers can be called in for consultation and special projects whenever necessary.

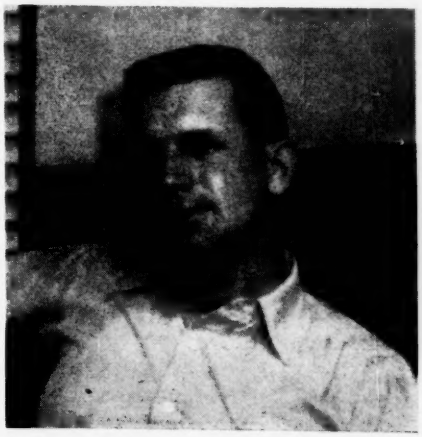
"We have here," the Dean said, "laboratory equipment of the kind that few other schools can offer. Industry can use these facilities, at a very nominal cost, as if it were part of company equip-



L. W. Mims, manager of the Gainesville plant of Cabot Carbon, says "We have found the research facilities of the University of Florida to be very helpful, and they have done a good job in handling several projects for us."

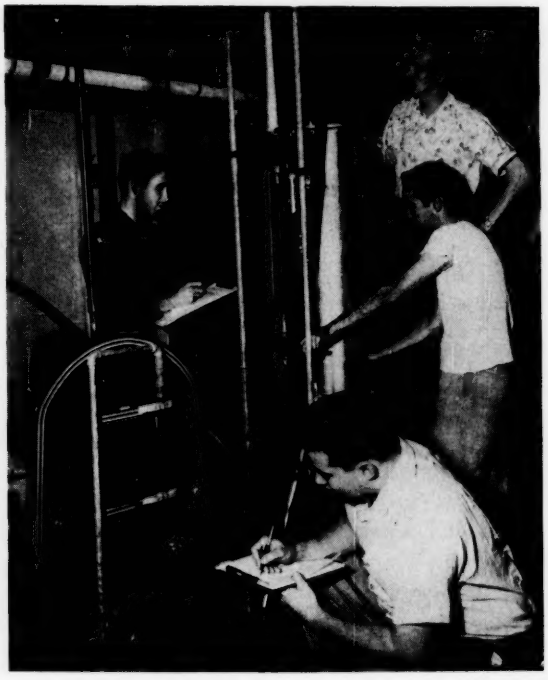


Tung Oil Products' H. S. Anderson is a native of Gainesville who decided that his home town was a good place for development of a business. Today his plant here produces 112 different paints and varnishes for the Southern market.



Charles Abrams, local manager of the plant of Koppers Company, Inc., is originally from Maryland but came here from Detroit. He describes Gainesville unequivocally as "the best town in the United States."

An asset to both industry and the University of Florida is dynamic Dean Joseph Weil of the College of Engineering. The dean, who is also director of the Industrial and Engineering Experiment Station asserts that "we can do much to help the development," and the facilities are here to back him up.



Chemical engineering students are shown operating a submerged combustion unit for concentrating citrus waste products. This is one of many projects handled through the extensive research facilities at the University and which has proved to be of great benefit to industry.

ment. Projects we handle vary from very small ones that are carried out without cost to extensive and important ones for which the client may pay $100,000 or more."

The Dean emphasized that engineering research can do for industry what agricultural experiment work has done for farming. He stressed, too, that the need for research is particularly great in small industry, and he added that here at the University "is an opportunity for small industry to obtain the research benefits which normally are available only to large industrial organizations."

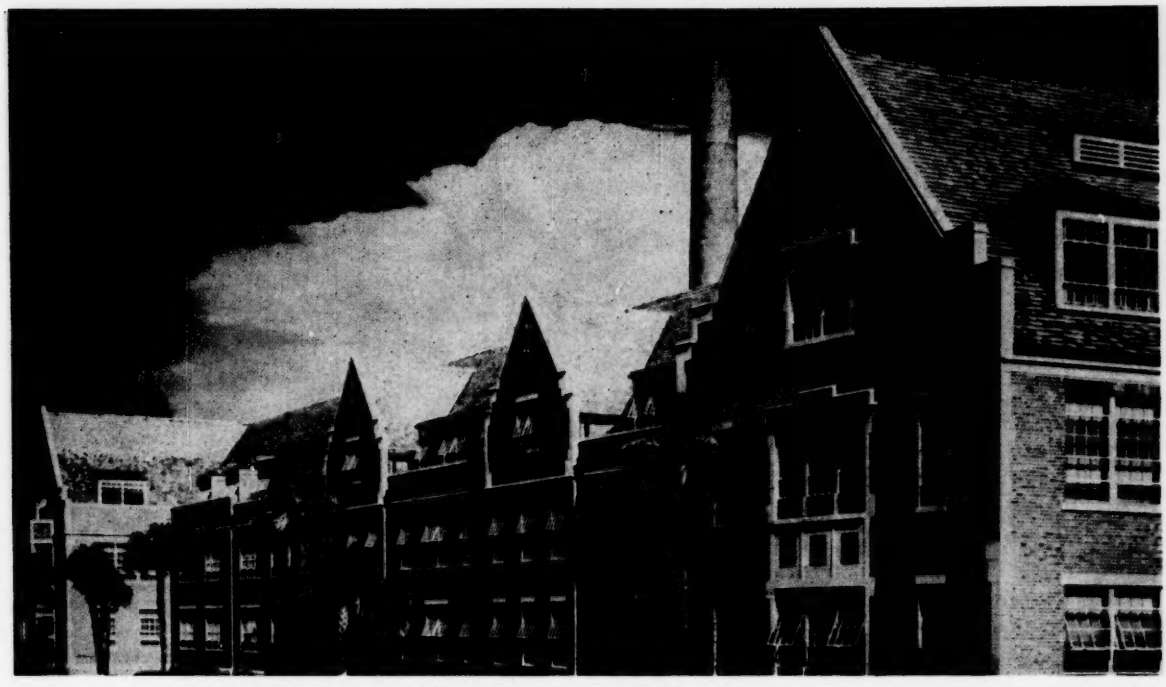
This applies not only to industries already in the state but also to out-of-state companies which can utilize the research laboratories in establishing new plants in Florida.

Among the industry categories which the Station is equipped to help in its research and testing activities are, as listed by the Dean: Food and drug, textile and fiber, aeronautical and automotive, chemical, synthetic materials, construction, processing, non-metalic minerals, metals, furniture, instruments, cameras, toys, electronic equipment, paper and pulp, sporting goods, and housing.

Looking to the future, Dean Weil declared that, "The Nuclear Age may be compared to the development of electricity, and within the next 20 years there will be developments in the nuclear field which are now undreamed of." He said, too, that electricity produced from nuclear energy will be available at prices competitive with those anywhere.

The University has in operation a new 10 kilowatt (thermal) water-graphite moderated, water-cooled reactor. Its purpose is instruction and research on the application and use of a ctitical nuclear reactor, both as a source of neutrons and as a tool to illustrate the principles of reactor physics, instrumentation and control. The Nuclear Engineering Department also has a gamma ray irradiator which is used to study the interaction of gamma radiation with matter.

Among other facilities of importance to industry and in operation at the Experiment Station are laboratories working with spectroscopy, solar energy, metallurgy, internal combustion engines, X-ray differentiation, heat transfer, air conditioning, industrial engineering, vibrations, fluid mechanics, experimental stress analysis, research and teaching, vacuum tube research, ionics research, meteorological research, radio-frequency induc-



Housed in the University of Florida's engineering and industry building are 10 different engineering programs. The current budget for these operations is $3 million, and there are 260 persons on the engineering payroll. Engineering College Dean Weil said the facilities "offer an opportunity for small industry to obtain the research benefits which normally are available only to large industrial organizations."

tion heating, highway materials, concrete and structures, soil mechanics, air pollution, sanitary engineering, foundations and harbor structure, coastal engineering, biochemical and micro-biological activities, fluorine, pulp and paper, and organic coatings.

In addition to the engineering and scientific fields, the University also has become outstanding in medicine. Activity in this field is carried out at the impressive new J. Hillis Miller Health Center, the modern and functional buildings of which form an important and beautiful part of the scene on the sprawling campus of the University.

The latest addition to the Center is a 420-bed teaching hospital. The Center also houses the Schools of Medicine, Nursing and Medical Technology, as well as Pharmacy.

Altogether, the Center has well over half a million square feet of building space devoted to health and medical education, research and patient care.

The educational philosophy of the Health Center is based on the concept that members of the health team who are trained together in the Center environment will gain a better understanding of the other members' functions and will be better prepared to work together in their professional careers.

The University of Florida is the South's largest land-grant university, offering a selection of some 200 fields of study and research. This is offered through eleven colleges and four schools. Currently there are approximately 13,000 students enrolled.

These students contribute materially, of course, to total spending in the community. And, in addition to the persons employed in industry and the retailing and wholesaling trades, the University has an annual payroll in excess of $24 million annually for its more than 4,000 academic and non-academic employees.

Besides the Agricultural Experiment Station and the Engineering Experiment station, there are offices of many other state and federal agencies here which contribute a great deal toward the maintenance of a stable economy in the Gainesville area.

These include the Sunland Training Center, a huge, well-equipped and modern installation for mentally retarded children; Testing Division of the State Road Department; Florida State Plant Board; State nursery and apiary inspectors; State

Board of Engineering examiners; State Division of Milk Inspection; State Employment Service; Education Department of Vocational Rehabilitation; Florida Parole Commission; District Welfare Board; United States A.A.A. and Farm Home Administration (state, district and county), U.S. Tung Oil Research Laboratory; U.S. Soil Conservation State Office; U.S. Social Security; Veterans Administration; Florida Forest Service; Water Resources Study Commission, and others.

A Rich Market Area Close By

Strategically located in Florida, midway between the Gulf of Mexico and the Atlantic Ocean, Gainesville is 22 miles southwest of Jacksonville and 134 miles northeast of Tampa.

The city itself covers 6.5 square miles, while the area of Alachua County is 892 square miles.

Including the county, as well as portions of several adjoining counties, Gainesville is the center of a trading area of a population of more than 210,000 persons who depend upon the city as their normal source of supply.

Altogether, there are 348 retail outlets supplying the needs of the immediate trading area. In addition, the wholesale trading area embraces a radius of 100 miles in which there is a population in excess of 700,000.

Latest available figures showed total retail sales in the county totaling around $82.4 million annually, while in Gainesville the figure was $31.575 million.

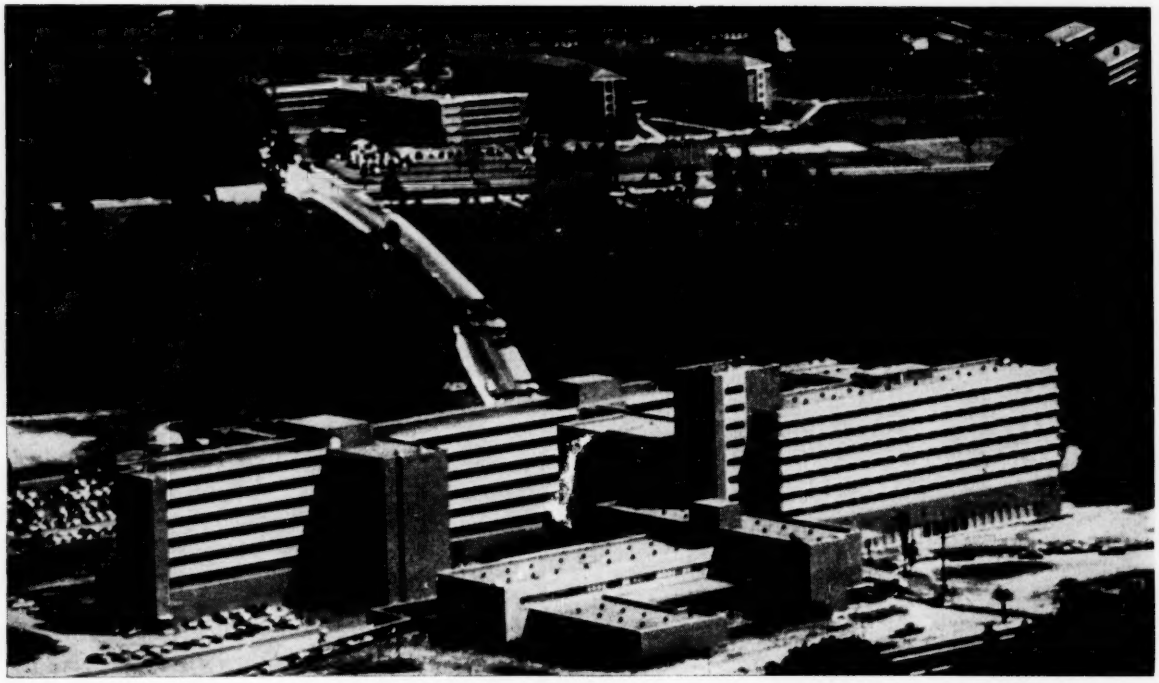
Total effective buying income in Alachua County was more than $94.567 million and in Gainesville it was just under $55.5 million.

From a location here a plant can easily serve not only the entire Florida market but also the Southeastern and Southwestern states, as well as the whole Atlantic Seaboard. This point is illustrated by the activities of the plants here which were mentioned earlier in this report.

Remarkably Favorable Employment Situation

The general prosperity of the Gainesville area is attested to by the fact that currently only one per cent of the labor force in the city and county is unemployed.

This remarkable situation was brought to our attention in a chat with Ralph Prescott, manager



The modern and functional buildings of the University's J. Hillis Miller Health Center house the Schools of Medicine, Nursing and Medical Technology, as well as Pharmacy, and a teaching hospital with 420 beds. Altogether, the Center has well over half a million square feet of building space devoted to health and medical education, research and patient care.

in this area for the Florida State Employment Service.

The city-county population totals approximately 86,000, with total non-agricultural employment at about 25,000, Mr. Prescott said. In addition, agricultural employment in the city-county area totals about 1,750.

In a breakdown of the figures, Mr. Prescott said there were 6,700 employed at the University, while 8,989 had jobs here in various state government activities, and 2,194 were in local government.

Wage and salary workers in all categories accounted for 20,650, and manufacturing for 2,550.

"However," Mr. Prescott said, "despite the low unemployment rate, there is still a good supply of semi-skilled and unskilled labor available here, and when jobs for skilled personnel open up we are generally able to recruit extra personnel from other areas."

The latter point was brought out by Mr. Bergman at the Sperry-Rand plant, who observed that the advantages of living in this area had proved to be an invaluable lure in attracting men to the plant from all parts of the United States.

Examples cited of wage scales in the area are these: In electronic tube manufacturing the average is $1.91 an hour, while the rate in distilled naval stores is $1.38. Other averages were $1.60 in wood preserving and $1.26 in wirebound boxes.

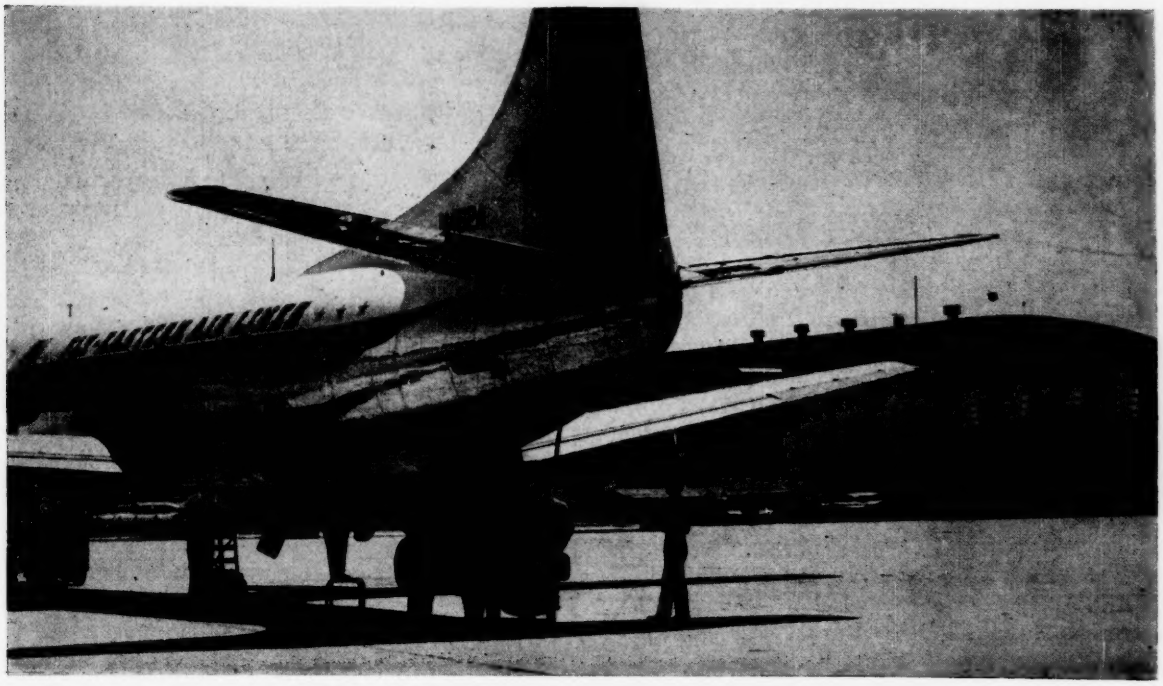
Although the farms in the county employ a relatively small proportion of the labor force, actual farm income here runs to more than $25 million annually.

Of the 570,880 acres in Alachua County, 396,192 are devoted to agriculture on approximately 1,610 farms. A combination of good soil types and a moderate climate supports a well diversified and balanced farm program.

Pasture lands cover some 92,000 acres, and the total annual income from cattle, hogs and dairy products amounts to about $8 million which is the largest item income-wise. Another of the valuable farm enterprises is forestry which brings in a yearly income of more than $3 million.

Besides this, crops such as tobacco, vegetables, watermelons, corn, peanuts, tung nuts, pecans and citrus products are also important.

This agricultural output provides the base for several directly and indirectly related industrial



Served by two major rail lines as well as big arterial highways, Gainesville also has a modern airport with three lighted runways each 5,000 feet long. Sufficient land is owned by the city for considerable extension of the runways whenever the need may arise. Passenger, air express and air freight service is provided by a scheduled international carrier.

activities in this area, and additional opportunities exist for further development here in this field.

In the timber picture, available locally are longleaf yellow pine, slash pine, gum, hickory and several varieties of oak.

Minerals in commercial quantities include sand pits, limerock, kaolin and fuller's earth.

Outstanding among these resources is silica sand. More than 3,500 tons of graded bulk WS.300 silica are stockpiled for shipment by truck or rail, and there is an estimated 13-million-ton silica reserve in the area.

Two Rail Lines and Arterial Highways Serve Area

Although it is, population-wise, a relatively small community, Gainesville is fortunate in being served directly by lines of two major Eastern railroads, a number of trucking lines, and a major international air carrier.

The railroads handling freight in and out of here are the Atlantic Coast Line and the Seaboard. Both these lines have services extending from Miami to New York City and connect, of course, with rail carriers reaching all parts of the United States and Canada.

Supplementing these facilities is the daily service provided by some 16 motor-freight lines, seven of which have terminal facilities right in Gainesville. The latter are Acme Fast Freight, Carolina Freight Carriers, Central Truck Lines, Inc.; Great Southern Trucking Company, Mercury Motor Express and Coats Motor Transfer.

As you will recall from the comments, made earlier in this report, of several industrialists here, Gainesville industry relies heavily on the use of both rail and truck facilities.

The city has a modern airport with three lighted runways 5,000 feet long. Expansions currently are being made, and sufficient land is owned by the city to allow for considerable extension of the runways whenever the need may arise.

Eastern Air Lines provides regularly scheduled passenger flights in and out of the city, as well as air express and air freight services. Additional air services will start in the spring of 1960 when Golden Isles and Tropical Airlines, both feeder lines, begin regularly scheduled flights serving Gainesville.

The airport has a recently built and attractive terminal building and is located only five miles from the city. Limousine service is always available.

Also based at the field here are a number of private aircraft, and planes are offered for charter both at the municipal airport and at Stengel Field, a private airport west of the city.

Gainesville is very strategically located from the standpoint of highways and secondary roads, as it is the hub of both state and federal roads radiating from the city in all directions.

Passing through the city is U.S. 441, major north-south arterial highway. Along with this are state highways 24, 20, 26, 331 and 329 which afford connecting links to other cities in the state.

Of particular importance right here in the city and county is the recent multimillion-dollar expansion and improvement program on circumferential and access roads which make it easy to reach the heart of the city from any direction. This program is continuing with many more improvements planned.

For the future, even better access to the Gainesville area will be provided when the Federal interstate highway system is completed, as the city will be on one of the big north-south routes.

As a result of its location on the two big rail lines and with its highway connections, Gainesville is only a few hours away from many big market centers, and just an overnight trip away from some of the largest centers in the nation.

For example, Miami is 358 highway miles away, Birmingham, 456; Chicago, 1,063; New Orleans, 560; New York City, 1,045; Charlotte, 450; Charleston, 334, and Dallas, 1,050.

Power Capacity Being Expanded

Gainesville is served by a city-owned electric utility plant. Currently under construction is a steam generating plant addition which is expected to be put into operation in January, 1961.

This expansion, which will result in greater efficiency in producing larger quantities of electricity will make Gainesville entirely competitive with other cities in Florida, according to city officials here.

In addition to the municipal power system, the power lines of both the Florida Power Corporation and the Rural Electrification Administration are adjacent to the city limits of Gainesville. At the present time, the rates of both these companies are somewhat less than those within the city.

The current facilities in the area, plus the expansions underway, mean that Gainesville and Alachua County have an adequate supply of power for all foreseeable needs — industrial, commercial and residential.

Other fuels include manufactured and bottled

gas, and natural gas was brought here in June, 1959.

Gainesville Supplied with Ground Water

Located in an area where there are many lakes and ponds, Gainesville literally is sitting atop an unlimited supply of ground water. Its water supply thus comes from a series of deep wells, the current capacity of which far exceeds demand.

The water has a high mineral content, but it is both filtered and softened in the city's big water treating plant. Its capacity is 15 million gallons a day, while consumption is less than four million gallons a day.

An interesting sidelight is that Gainesville was the first city in Florida to use the fluoridation of water as a means of health protection for its citizens. Tests seem to indicate that the fluoridation of the entire city water supply has resulted in a decreasing of tooth decay for those using this treated water.

Here is the schedule of water rates: Minimum, $2; first 4,000 gallons, 50 cents per 1,000; next 106,000, 32 cents per 1,000; next 30,000, 30 cents a 1,000; next 50,000, 28 cents a 1,000; next 100,000, 22 cents per 1,000, and all over 200,000, 17 cents per 1,000.

The Tax Picture— A High Homestead Exemption

Residents of Gainesville and those throughout the state of Florida are affected by an important provision in the state constitution for homestead exemption. And, there is no state income tax.

All residential property in which the owner is living is exempt from taxes for the first $5,000 of assessed valuation. Taking into consideration that assessed values generally are considerably under actual market values, this means that the tax on one's home is virtually nil for the first $10,000 of market value.

In the city tax schedule, the ad valorem tax is $10 per $1,000 of assessed valuation, the latter being 80 per cent of actual valuation.

The county ad valorem tax — on real estate and buildings — is $36 per $1,000 of assessed valuation, the properties being assessed at about 50 per cent of full taxable value.

On tangible personal property the tax is $36 per $1,000 of assessed valuation which is about 55 per cent of market value. These properties include such things as business equipment, inventories, personal goods, and so on.

In the state taxes on corporate stock, the schedule for filing fees ranges from $10 for all corporations with capital stock not exceeding $10,000 to $1,000 for capital stock of over $2 million. This reference is to the invested capital represented by shares of stock outstanding.

The limited state sales tax has a rate of 3 per cent.

Local Government Cooperates With Industry

The general attitude of officials in both the city and country governments is one of genuine and helpful cooperation with existing industry and prospective plant builders.

M. M. Parrish, member of the Industrial Committee of the Gainesville Chamber of Commerce, and City Manager R. E. (Bob) Layton talk over community development. Mr. Layton asserts that the city is doing everything to "keep improving and expanding municipal services . . . and to help new enterprises get located here."

In our chat with affable R. E. (Bob) Layton, Gainesville city manager, we were impressed with all the things he told us that the city has done and is continuing to do in making this area attractive to new industrial and commercial enterprises.

"Some of our plants have been here for years," he said, "and we continue to do everything we can to help them with various problems, to be fair in our treatment, and to keep improving and expanding the municipal services that they use. In

the same way we do all that is possible in helping new enterprises to get located here and to get quickly all essential services. "We are fortunate," he added, "to have a high caliber of people here, and labor relations in the area have been excellent for many years."

In a similar vein, County Commissioner Jack Durrance stressed that the county officials cooperate fully with the city government and with the Gainesville Chamber of Commerce both in local improvement activities and in promoting over-all industrial development.

"Both Alachua County and the City of Gainesville leaders are aware of the need for getting greater diversification of industry here," he observed, "and we have a sympathetic attitude toward the problems of industry. Important, too, is the fact that the city and county are on a sound financial basis and stay within their budgets. Altogether, I think we have a very good business climate."

Pointing to various improved and expanded services in the county, Mr. Durrance said that in the past six years they have built a new jail, new health center, new hospital and new courthouse, as well as many new schools.

"We have managed to keep up with ever-growing need for expanded services," he added, "and our doing this has been helped a great deal by the fact that the people here lend their support to bond issues aimed at building the needed improvements." He noted, too, that the members of the Board of County Commissioners are all young men, progressive and aggressive in their thinking.

In further comment on community services, City Manager Layton stressed such points as Gainesville's excellent police and fire departments, and very efficient, high-capacity sewerage and garbage disposal systems.

The Police Department has a force of 50 men, with organized detective, traffic and uniformed divisions. The department has 15 pieces of motor equipment.

Fire protection for the city is provided by a complement of 44 men and seven pieces of motor equipment. The efficiency of this department is attested to by the fact that the insurance rates here have the lowest bracket of fire rates for any town of its size in Florida.

Important, too, is the new city public library with a capacity of 22,000 volumes. Also available for the use of residents here are 13 separate libraries on the campus of the university. The libraries have close to 800,000 volumes and they receive approximately 3,500 different periodicals.

In the communications field, there is one daily newspaper, with a circulation of 14,000, which does a good job of keeping up with local, national and international events. Newspapers from nearby and larger cities are also readily available, of course.

There are three radio stations here, all giving excellent reception, and seven television channels are accessible. Four of these consistently give good reception in this area. In addition, an educational non-commercial television channel is operated by the University.

The high level of commercial, industrial and agricultural activity in the area is reflected further in the bank resources. Latest available figures for the four banks in Gainesville show total deposits of $34,151 million and resources totaling $41,622 million. The three savings and loan associations had aggregate assets of $27,377 million.

With 43 churches, Gainesville can offer you a place to worship of your choice. Among these are denominations unusual for a smaller community, such as the Society of Friends (Quaker) and Mormon.

The various auditoriums and theaters here offer a total of 8,806 seats. The largest of these is the University of Florida Auditorium which has total of 1,748 seats. Other larger houses include the Armory, with 1,500; Buchholz Junior High Auditorium, 1,152, and the Florida Theater, with 1,045 seats.

Adding to the cultural and civic background of the area are an unusual number of business, civic, fraternal and organizations with active units in Gainesville.

Big Outlays Set for School Expansions

During the 1960-1963 period it is planned that more than $3 million will be spent in expanding the school system in the area.

This will be on top of a $600,000 program which was completed in the 1957-58 period and another $600,000 program which was completed in the 1958-59 period. Previously, a $5.5 million program had been completed in 1956.

With a total enrollment here of 16,000 students in the public school system, the educational budget is $5 million or an average annual outlay of $312.50 for each pupil a year.

Nearly half the teachers have advanced degrees, while all of them have at least a Bachelor's Degree from a standard institution. The average classroom load in Gainesville is 31 students,

Attractive housing may be found throughout the Gainesville area, this scene being typical of some of the residential areas within the city limits. In this connection contractor and developer Hugh Edwards observes that, "We have new houses, close in to the main part of town, in very pleasant areas and at prices to fit any pocketbook." New families moving into the area may be assured of getting the kind of home they want here.

comparing favorably with any school system in the United States.

The public kindergarten system in Gainesville and the county is an outstanding feature, as this is one of the few counties in the South which has such a program and in which all the teachers are kindergarten specialists.

Supplementing the normal educational program are special facilities for exceptional children, speech correction, a complete health and recreation program, as well as vocational and agricultural training.

Included in the Gainesville public school system are seven school kindergartens, seven elementary schools, two high schools and two junior high schools. There are also three elementary schools for Negroes and one high school.

All these, coupled with the vast facilities of the University of Florida, make Gainesville one of the South's most attractive places from the standpoint of general education and culture.

Living in Gainesville is fun, and inexpensive!

As well expressed by City Manager Layton, "Gainesville has no impact of tourism and artificiality."

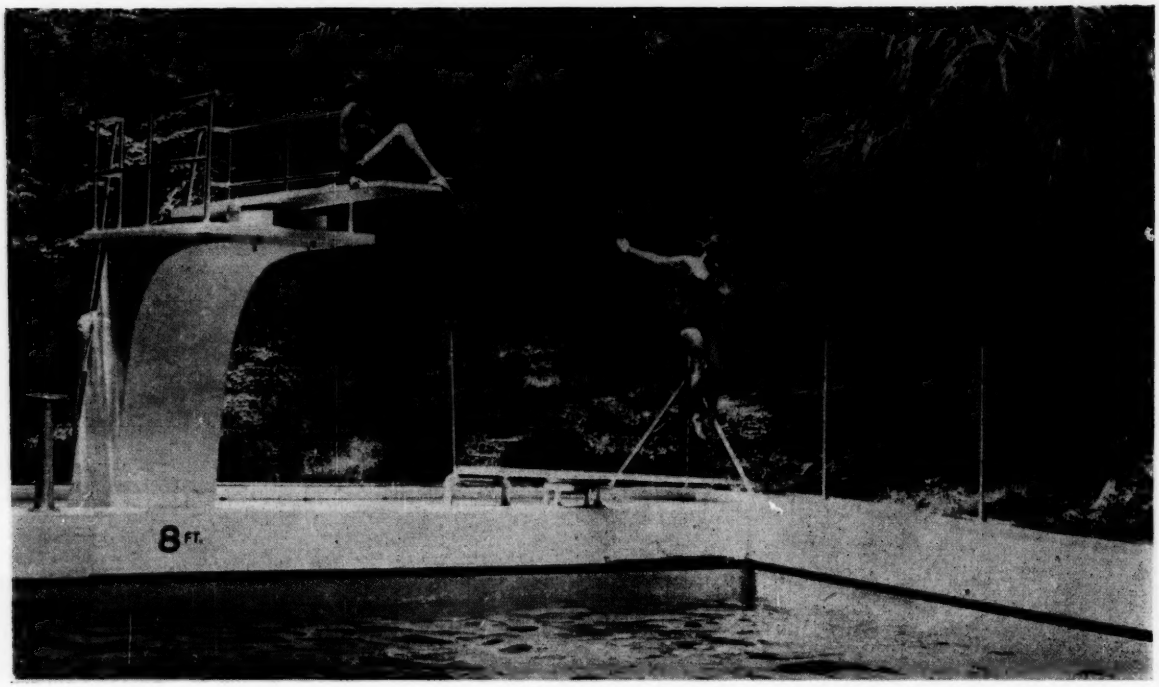
While it is located off the beaten track of the heavily traveled and popular coastal areas of Florida, the city possesses a majority of the attractions that have long made the state a stomping ground for both winter and summer tourists.

It has, for example, the advantages of the well-known Florida climate while at the same time being located in that part of the state where one can note the change in seasons.

The mean annual temperature is 69.9 degrees, with a January average of 57.6, and a July average of 80.7. There is an occasional killing frost in mid-winter, enough to make the leaves of deciduous trees flame with color among the green of the palms and the evergreen pines. The average for such frost is for the first to come early in December and the last toward the end of February.

Relative humidity averages near 88 per cent late at night. Early afternoon averages range from about 48 per cent in April and May to about 61 per cent in July, August and September.

Gainesville's inland location provides a protection against tropical storms, and it also is not



In addition to being only a relatively short drive away from both the Atlantic and Gulf coast beaches, Gainesville has an excellent community recreation program right in the city, which is maintained through the cooperation of the Gainesville and Alachua County School Board. A popular spot during the long summers here is this Glenn Springs public pool.

subject, of course, to tidal flooding.

Since the city has not had the skyrocketing super-boom growth that has characterized some of the coastal cities, it has been able, as we noted earlier, to keep up with the normally expanding increase in demand for municipal services in an orderly manner.

Another very salubrious effect of its being a stable community is that prices of goods and services are moderate and stay the same all the year around. We were very much impressed, in fact, at being able to get a big, comfortable room, complete with TV, in a pleasant and convenient hotel for only five dollars a day! At the dining room of the same hotel you can get a good lunch for anywhere from 85 cents to $1.50.

As for recreation, there is plenty of that available here, too. The Atlantic beaches are a drive of only 75 miles, and the Gulf Coast is not far away, either, providing excellent facilities for ocean fun.

Immediately available in the city's environs is famous Orange Lake, 15 miles distant, which is nationally known as one of the finest of bass fishing areas. Gainesville actually is in the heart of one of the finest fishing areas in the entire country.

For the field sportsman there is excellent hunting for such game as deer, wild turkey, duck, quail, dove and squirrel in the national forests as well as on privately owned lands.

Within the city and county an excellent community recreation program is maintained through the cooperation of the Gainesville and Alachua County School Board.

There is a recreation center for whites and an ultra-modern such center for Negroes, as well as a summer camp and a Boys Club. The centers and the camps offer a completely supervised program in athletics, swimming, arts, crafts, music, boating, fishing, camp crafts, dancing and archery. Highly popular also are little league baseball and football.

The College of Physical Education and Health at the University and its staff members and students offer time and technical skill to help make the community recreational program more successful.

Intercollegiate competition offers a year around program of spectator sports, and many such sports as golf, swimming and tennis are free to the public.

Regarded as one of the finest in the South, the

Gainesville Country Club Golf course is on rolling terrain, providing a good challenge to golfing skill.

A popular spot for visitors and local citizens alike is the Florida State Museum here. It collects and preserves items of scientific and civic value in attractive and educational exhibits. Included are dioramas of birds in their native habitats and an archeological collection which has been the source of many studies of prehistoric life in Florida. In the transportation hall are exhibits of means of travel ranging from ancient Indian dugouts to an elaborate model of a modern battleship.

Gainesville altogether provides a clean-cut, attractive appearance, both in its older residential sections and in the sparkling new subdivisions.

Concerning housing, Contractor and Developer Hugh Edwards observed that the city has been able to keep fully abreast of the continuous growth in residential needs.

"We have new houses, close in to the main part of town, in very attractive areas and at prices to fit any pocketbook," he said. "Any new industrialist moving into this area may be assured that there will be adequate housing for his family and for the families of his employees."

An ardent booster of Gainesville, Mr. Edwards is also a member of the Industrial Committee of the Chamber of Commerce here.

Gainesville Has a Planned Industrial Area

The City of Gainesville has what is described by L. W. Graham, chairman of the Industrial Committee of the Chamber of Commerce, as an "Industrial Campus" in the city's airport area.

Approximately 175 acres of land on the site already are occupied by industry, and another 175 acres adjacent are now open for development. The campus also has two other parcels of land available for industry, one with 100 acres and the other with 250 acres.

The sites already are served by spur tracks of the Seaboard Railway, and paved roads provide access to most parts of the acreage while electrical power lines also are there.

In the over-all master plan for the continued development of the airport and the industrial district, it is planned that the sewerage and water systems will be reactivated.

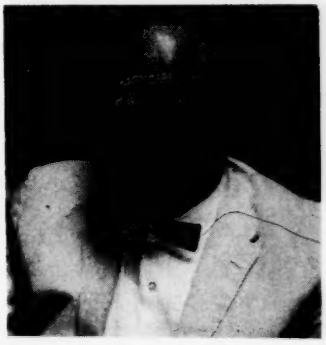
One of the newest developments just located adjac nt to the airport is a new communications building for private aircraft operations.

A remarkably convenient location, the site is less than five miles from downtown Gainesville and is on State Road 24 which connects the city with Jacksonville. And, of course, since it is right at the airport, industrial and commercial operations there can more easily utilize the various scheduled airline services, as well as private plane facilities.

Besides this site, there are a number of other good industrial locations both inside and outside the city limits. Some of these other locations are served by both the Seaboard and the Atlantic Coast Line railroads, as well as by paved roads. All necessary utilities and other facilities are either currently serving these areas or would be immediately available.

There have been no attempts by the community to lure industry into this area through such concessions as free buildings, rents, and so on. Gainesville has been successful, however, in finding financing for the plants for several new industries, and the attitude here is one of willingness to exert every effort towards this end for any substantial enterprise that will be considered an asset to Gainesville and Alachua County.

As expressed by Industrial Committee Chairman Graham: "If we are satisfied that the industrial operation which wants to come in here but which also is in need of financing is one that we can depend on and will add a constructive contribution to our economy, there is no question but what we will help to arrange for getting the needed funds as a loan or a straight investment from any one of a variety of possible sources."



Enthusiastic about Gainesville's planned industrial dis' ct, described as "an industrial campus," is L. W. Graham, chairman of the industrial development committee of the Chamber of Commerce. Says he: "We have the land and services available, and we can help arrange financing for any interested and reputable industrial prospect."

In other comment about the Industrial Campus, Mr. Layton pointed out that funds from sale of the city-owned land will go for the continuing development of the airport. He said the present price for this land is $1,000 an acre.

While the site is owned by the City of Gainesville, it is not contiguous to the city and is therefore outside its limits. These limits have not been appreciably extended since 1907, but Mr. Layton said it is hoped that the airport development area may be annexed in the not too distant future.

Those behind Gainesville's efforts to attract new industry to the area include (left to right) Billy P. Mitchell, assistant manager of the Chamber of Commerce; Mrs. Margie Robertson, office manager, and R. H. (Bob) Finkernagel, Jr., general manager of the Chamber.

I. D. Team Strengthened in New Program

One of the most constructive new moves made by Gainesville, and one that will be particularly helpful to you as a site seeker in this area, is that the Chamber of Commerce has completed plans to set up a full-time industrial development department.

Initially, the plans call for a two-year budget of $30,000 a year for operation of the department. Interesting in this connection is the fact that all the money is being raised locally and the full two-year budget has already been pledged by business and industry here. Members of the Chamber's Industrial Committee personally canvassed the city to raise the money.

In addition to Mr. Graham, business and industrial leaders here who are members of the Industrial Committee include S. J. Adkins, president of Adkins Manufacturing Company who is also mayor of the city; M. M. Parrish, real estate, construction and insurance executive; L. W. Mims, of Cabot Carbon; Charles Outen, president of the First National Bank of Gainesville; Norwood Hope, of Jim Hope Electric Company, Hugh Edwards and G. G. Kirkpatrick, both of whom are local contractors and developers; Justus Williams, president of the Florida National Bank; John Jennings, president of the Citizens Bank of Gainesville, and I. Wade Harrison, of First Federal Savings & Loan Association.

The general manager of the Chamber is R. H. (Bob) Finkernagel, Jr., and the assistant general manager is Billy P. Mitchell. Both these men have been leaders in promoting industrial growth in Gainesville, and their activities will be even more effective when the new industrial assistant is hired in the expanded program.

An example of the program followed by the chamber officials and local leaders to push Gainesville's advantages is the trip made to New York City this past December.

In the group were Mr. Finkernagel, Bill Graham, E. Finley Cannon, Jr., and M. M. Parrish. Mr. Cannon is the current president of the chamber and is an insurance executive here. It is interesting that his father was the first president of the Gainesville Chamber.

On the New York trip the group visited a number of industrial firms, factory locating services, industrial departments of railroads, and real estate offices.

Another project sparked by the chamber is the appointment, by the board of directors, of a Central City Committee to work with property owners, merchants, city and county officials in a program aimed at revitalizing the central city area. The local chapter of the American Institute of Architects has offered its assistance in carrying out this project.

On the occasion of the naming the committee, the chamber board noted that it would appoint similar committees to work with other sections of the community where the persons concerned were ready to finance such a program and had made plans and formed an organization to administer the program.

From these activities you may readily see that the Gainesville Chamber of Commerce, its Industrial Committee, the board members and the citizenry of the city in general are making an all-out and consistent effort to help industry and to make Gainesville and Alachua County a continuously better and more attractive place in which to live and work.

When you take a look at Gainesville as a possible site for your facility, we think you will be impressed at what the city has to offer and that you will definitely enjoy your visit.

I.D. AREA SERIES

The accompanying survey of industrial development activities in Gainesville and Alachua County area was conducted by the editorial staff of Industrial Development under sponsorship of the Gainesville Chamber of Commerce. Reprints of the report may be obtained from R. H. Fnikernagel, Jr., general manager of the Chamber, Gainesville, Florida.

PLANNING BY KROGER:

SUBURBAN TREND INFLUENCES STORE LOCATION

The factors involved in the location of retail outlets, particularly supermarkets, have become in many ways as complicated as plant site selection. This report by the president of the big Kroger retail organization reveals his company's approach for growth.

By JOSEPH B. HALL

Physically, today's Kroger Co. little resembles the company that I joined 30 years ago. Any similarity in this respect is, as they say, purely coincidental. Even the name is different, shortened from The Kroger Grocery and Baking Company to the Kroger Co.

On the other hand, we have kept alive and added to the ideas and ideals on which our company was founded 76 years ago. I refer particularly to an early statement of our founder, B. H. Kroger, who declared he intended to "be more customer."

Barney Kroger's insistence on particular rather than the most particular uniform quality at reasonable prices won for him customers and success. And this was at a time when outwitting the customer was the accepted practice—even among respectable merchants. Mr. Kroger's early emphasis on this important principle was to find expression years later in the establishment of the Kroger Food Foundation. This unique organization's laboratories and test kitchens, staffed with graduate food chemists and home economists, safeguard the quality and uniformity of the merchandise we sell.

The growth of Kroger probably is best illustrated by citing some comparative figures. We have done this before, but I don't know of a better way to tell the story.

For example, in 1931 there were 5,138 Kroger stores with total annual sales of 244 million dollars. Today there are 1,400 stores and our sales this year will total about one billion, 900 million dollars.

Average per store volume in 1931 was $47,500. In 1959 it is one million, 350 thousand dollars.

Our net income is up 17 per cent over last year and our sales are up 7 per cent. Our net income per common share was $1.52 compared with $1.31 last year — and 1958 was a good year for Kroger.

At the last meeting of the Board of Directors the dividend rate was increased from 22½ cents to 27½ cents a quarter, an indicated annual rate of $1.10 a share, compared with 90 cents a share. This action returned Kroger to a 50 to 55 per cent of earnings basis. Such had been our dividend policy prior to our period of great expansion, construction, and capital expenditures.

Pertinent to this point is the fact that we have definitely passed the expenditure peak of our program for replacing and improving our physical properties. By the end of 1959, we will have modern, efficient distribution centers — formerly called warehouses — in all but three of our 26 divisions.

A similar situation exists as to stores. From now on we will be opening fewer new stores and closing fewer old ones. Most of the older, outmoded units have been replaced.

We had planned 100 new stores for 1959, but due to unforeseen circumstances, the actual total will be about 85. Tighter money and higher interest rates slowed down or halted the construction plans of a number of investors who had agreed to build stores for us.

In some instances we were able to take over, acquire land, and construct buildings. We expect to do more of this in the future. We still believe we are better off as tenants than owners. It is our policy to sell and lease back store property acquired as a result of this program.

Fortunately, we are in an excellent position to finance land purchases and store construction. We have ample funds available for this purpose and at favorable rates, thanks to the foresight, or should I say clairvoyance, of our financial officers.

This year should produce about the same number of new stores as 1959. The total number of Kroger stores has been reduced during the past few years. At the same time, we have increased our total selling area. This is a healthy situation. It is as important for us to close small, uneconomical, or even marginal stores as it is to open new ones.

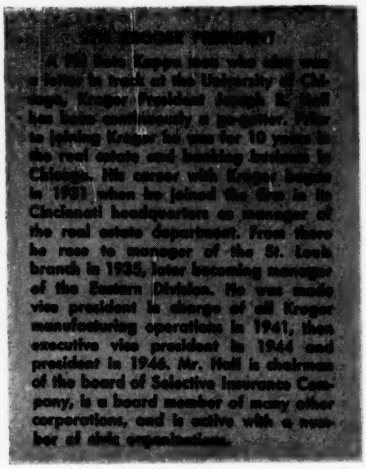
Occasionally we have even closed a relatively new store that has failed to make a profit and has little prospect for doing so. Mistakes do occur in any aggressive program. The important thing is to recognize the mistakes as early as possible and have the courage to act.

In the fresh fruits and vegetables end of our business, we have a saying to the effect that an early loss is the best loss. And so it is with stores. There is no merit in sending good money after bad.

Suburban Trend

As to location, we recognize the trend toward "suburbia." We are moving with the people, attempting to meet — even anticipate — their needs and wants. At first blush it might appear that most supermarkets are in shopping centers. Such is not the case with Kroger at any rate. Less than one third of our stores — 346 to be exact — are in planned shopping centers. About half of the new stores we opened this year are in shopping centers. The proportion next year is expected to be about the same.

Next to location, probably one of the most discussed questions about the modern food supermarket is "what size?" In recent years it has been popular to build larger and larger supermarkets to match competition, or to accommodate expanded lines of merchandise and more items in lines already stocked.



We have a store in Toledo that is 41,000 square feet in size and recently we opened one in Oxford, Mississippi, with only 9,162 square feet. Both extremes are unusual for Kroger. The average size of new stores opened during 1959 was 16,678 square feet.

There is no ideal size for a retail food store. Our goal is to build and equip stores to meet the specific present and probable future needs of the communities they are designed to service.

We are flexible and adaptable always, trying to customize our business to the areas served, trying to make our stores stand out among those of competitors.

We have talked quite a bit about our physical properties but not a word about the factor that makes any business succeed or fail. Of course, I mean people.

These big stores require big people to operate them. A group of such stores, comprising what we call a division, requires even bigger men, men with a high degree of professional skill, imagination and judgment.

This need was anticipated some 10 years ago. We recruited young men with trained minds and the temperament and potential for

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top management jobs. Members of the initial group were in their twenties at that time. Now they are in their thirties. Many are progressing rapidly. Today we have a second team and a third team ready to move in. Changes can be made gradually instead of under pressure.

Internal training is continuous at all levels. In addition, trainees are sent to various universities—Michigan State and Cornell — for year-long courses leading to a Master's Degree or a Certificate, and to Ohio University and the University of Virginia and to other colleges and universities for shorter broadening courses.

Men who are likely candidates for top management positions are brought into our general office from the divisions for a two-weeks' exposure to our various departments. This has turned out to be a two-way street. They learn more about our headquarters operations and we learn more about them and their problems.

This is especially valuable because of the decentralization program started several years ago. At that time our 26 branch managers were made division vice presidents. This change in titles was impressive to outsiders. Our people, too, appreciated the recognition. The real significance, however, was not in the name but in the executive reorganization involved.

Each division became, in effect, a separate company responsible for its results, with the authority to do the things thought necessary to achieve those results. And so it was with the stores, too. The change eliminated several levels of management.

As we have "shortened the punch" in our line organization, we have strengthened our divisional staff, particularly in the merchandising activities.

Store managers are encouraged to adapt their operations to local conditions and to develop merchandising in terms of the people they serve. They are stimulated to do more independent thinking with specialists from the division office helping them to develop new ideas.

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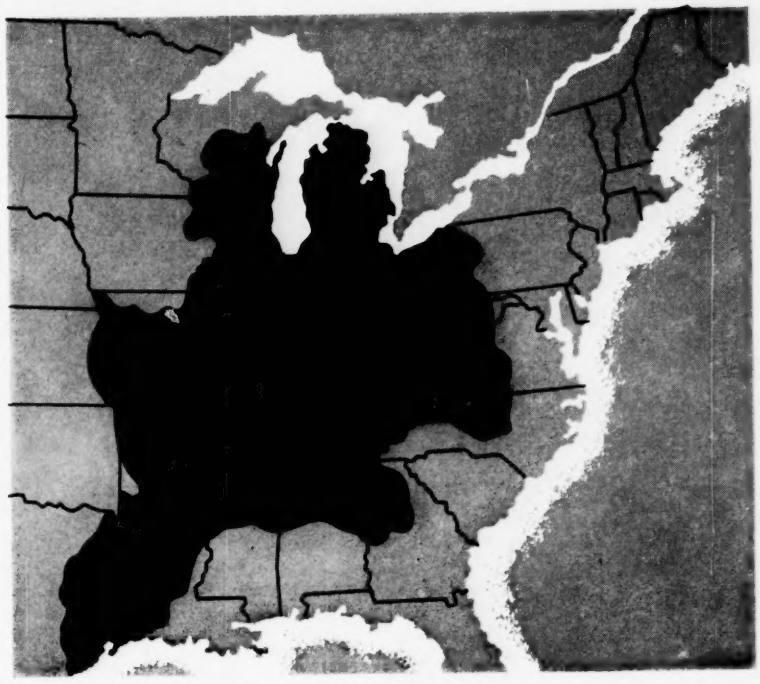


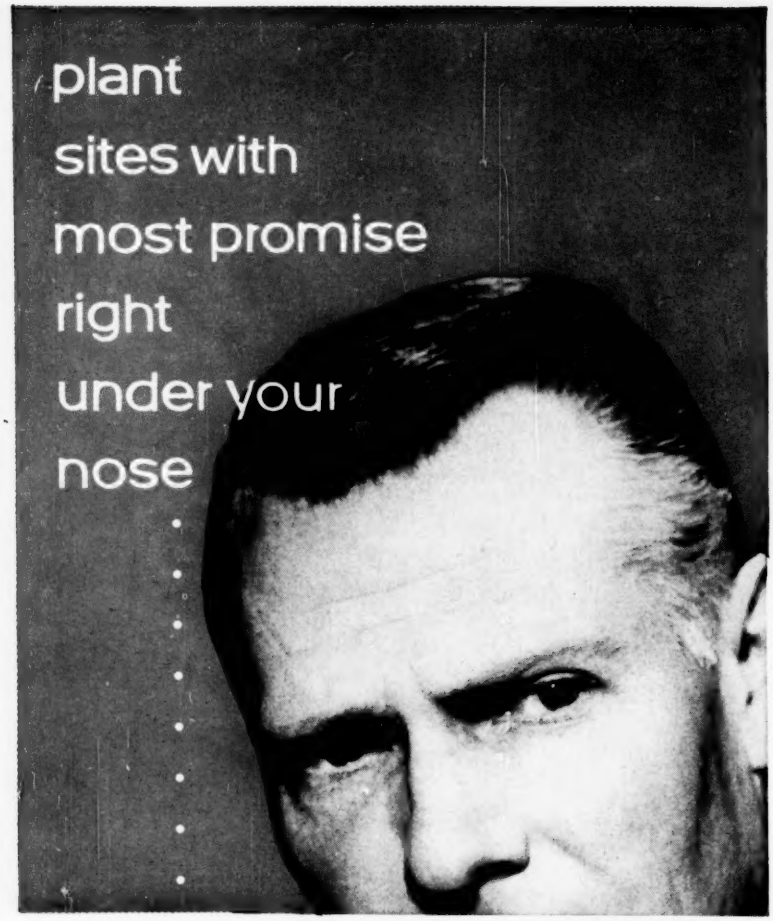
Incentives Help

In the area of incentives I would like to mention the success of our Profit Sharing and Retirement Income program. It is most effective and very much appreciated by all who participate. More than 95 per cent of all eligible employees are members of the plan on a voluntary basis. The profit sharing part of the program is now in its eighth year. And the fund totals more than 42 million dollars, including employee savings and the company's contributions from profits. The latter accounts for more than half of the total.

Through the plan, employees now own 235,000 shares of Kroger common stock, making them, in effect, the second largest owner. Only a mutual fund owns more Kroger stock. Because the profit sharing fund is buying Kroger stock on a regular schedule, it eventually will become the company's largest share-owner, still, however, with a relatively small percentage.

We believe that the personal stake our people have in the success of the company makes them more responsive to the problems of management. This has been especially important in this period of increasing operating costs.

In spite of continually increasing dollar costs over the last five years, the percentage to sales has



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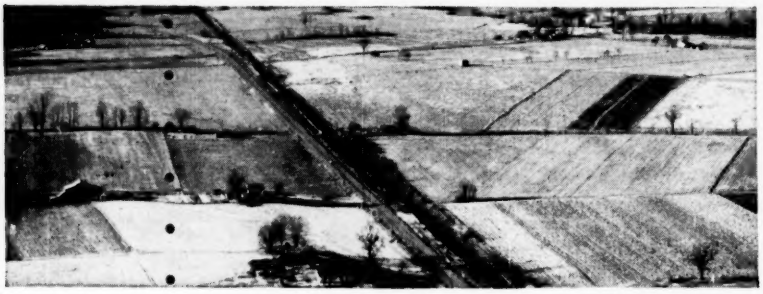

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remained relatively constant This has been due in part to increased volume resulting from the stores program and merchandising devices such as trading stamps. Improved methods also have played an important part, especially in the field of perishables such as meats and fresh fruits and vegetables.

Research is also making an increasingly important contribution to our business. Improved packaging, more efficient handling of merchandise will help offset increased operating costs with which we will be confronted.

In the field of accounting, computers are providing information more rapidly and more completely. Significant factors can be measured, such as recent movement of product, seasonal trends, stock on hand, economical units of purchase and weight of merchandise. This will improve buying methods, reduce inventory and provide measurement of promotional plans.

Also there are studies being made which will improve checkout methods — the bottleneck of self-service stores.

A modern physical plant, an aggressive management team participating financially in results produced, constant research both in merchandising and operations, proper quality control—all make for a successful operation.

Kroger is part of the nation's largest business—food—approximately 50 billion dollars a year. That's 9 to 10 billions more than automobiles. It is a stable business with growth in terms of increasing population — 8,000 additional mouths to feed every 24 hours.

The retail food business will continue to grow. Kroger expects to obtain an increasing share of that business.

RECENT RELEASES

By SUZANNE JOHNSON

GENERAL REPORTS

Metropolitan Area and City Size Patterns of Manufacturing Industries 1954. This publication provides answers to such questions as: Which industries tend to concentrate in large cities and metropolitan areas? Which industries are more apt to locate in smaller towns and rural areas? What are the wage differentials between small towns and large cities? How does plant size in a particular industry vary from metropolitan to non-metropolitan area?

These questions are basic in plant location and community development activities. Both the manufacturer seeking a new location for a plant and the community seeking to attract industry to its area will find this publication useful for industrial development studies. Superintendent of Documents, Government Printing Office, Washington 25, D. C. 86 pages. 50 cents.

Guides for Business Analysis and Profit Evaluation. This booklet discusses various management tools used in the analysis of accounting records, and provides the most comprehensive listing of financial studies currently available from both Government and business sources.

Serving as a basic reference for all who analyze business operations of retail, wholesale, and service trade establishments, the publication is directed not only to those who must analyze business operations in managing a business, but also to accountants, bankers, credit men, appraisers, and others who must evaluate the operating performance of other businesses. Superintendent of Documents, Government Printing Office, Washington 25, D. C. 76 pages. 30 cents.

AREA REPORTS

The Role of the Division of Industrial Development and the Advisory Council on the Virginia Economy in Research for Economic Development. This report describes the fields of research in which the Advisory Council on the Virginia Economy and the Division of Industrial Development are currently engaged and for which they have plans for the immediate future. The specific projects are outlined and their objectives given. Division of Industrial Development, Department of Conservation and Economic Development, State Office Building, Richmond, Virginia. 22 pages.

1960 Industrial Survey of Georgia. A factual survey of Georgia's industrial advantages. Georgia State Chamber of Commerce, 900 Forsyth Building, Atlanta, Georgia. 39 pages.

Ohio Communities Which Have Locally Financed Industrial Development Corporations. Industrial Development Department, Ohio Chamber of Commerce, Columbus, Ohio. 13 pages.

Florida Lot Buyer's Guide. This book has been published specifically for the person who is giving serious consideration to the purchase of a lot in Florida. Specific details are provided on some 24 major subdivisions. Also other developments are listed in each area that should be visited by the prospective buyer. Regional maps are included showing the major highways over which one must travel to reach the individual subdivisions. Florida Business Letter, 186 S.W. 13th Street, Miami, Florida. 48 pages. $2.00.

EDITORIAL SURVEYS

And Plant Location Reports

Since before the turn of the century MANUFACTURERS RECORD has issued special studies of specific cities and areas to assist the site-seeking industrial firm. Today, through the combined coverage of INDUSTRIAL DEVELOPMENT and MANUFACTURERS RECORD this tradition of leadership in this field is being extended and carried forward.

Before you go site-seeking, take advantage of background studies which have already been prepared for the areas listed below. Generally, reprints are available gratis.

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Calgary	Jan., 1960
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Kansas	Dec., 1959
St. Lawrence Valley	Nov., 1959
Oregon	Nov., 1959
Virginia	Oct., 1959
Staten Island	Oct., 1959
Oklahoma	Sept., 1959
Fresno County, Calif.	Sept., 1959
Niagara Frontier	Aug., 1959
Canada	Aug., 1959
Ohio River Valley	Jul., 1959
Columbus, Ohio	June., 1959
St. Louis Area	May, 1959
Iowa	Apr., 1959
Puerto Rico	Mar., 1959
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West Texas	Jan., 1959
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Sacramento	Nov., 1958
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Orange County, Calif.	Sept., 1958
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New Bedford, Mass.	Aug., 1958
Lower Va. Peninsula	July, 1958
Mattoon, Ill.	June, 1958
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Western Mississippi	May, 1958
Savannah, Ga. Area	May, 1958
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The following planned industrial districts have sites available for immediate construction. Advantages offered by such districts are described in detail in the November-December 1954 issue, pages 6, 7, and 8.

Services offered are indicated by the following code: (A) Architect & Engineer; (C) Construction; (E) Electric Power; (G) Natural Gas; (F) Financing; (P) Paved Streets; (R) Rail Siding; (S) Sewers; (T) Telephone; (W) Water.

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IOWA "MANUFACTURING MEADOWS" — Clinton, Iowa (population 35,000). 138 miles west of Chicago on Mississippi River and Lincoln Highway (U. S. 30). 190 acres within city. Master plan by Skidmore, Owings & Merrill. Served by Chicago and North Western Railroad. Developed by Clinton Development Company, a civic-non-profit corporation. CHapel 2-4536. R. J. Stapleton, Managing Director. Services available: (a) (optional), (c), (e), (g), (f) (optional). (p), (r), (t), (w), restrictions.

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ASPDA **Topeka, Kansas**

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AIDC	American Industrial Devel. Council
AIP	American Industitute of Planners
AMA	American Management Association
ARDA	American Railway Devel. Assn.
ASPDA	Assn. of St. Plan & Devel. Officials
ASPO	Amer. Society of Planning Officials
EEI	Edison Elec. Inst. (Area Dev. Comm.)
GLSIDC	Gt. Lakes Sts. Ind. Devel. Council
NIDA	Northeastern Ind. Devel. Assn.
NIZC	Natl. Industrial Zoning Committee
PNWIDC	Pacific N.W. Ind. Devel. Council
SIDC	Southern Industrial Devel. Council
SIR	Society of Industrial Realtors
ULI	Urban Land Institute

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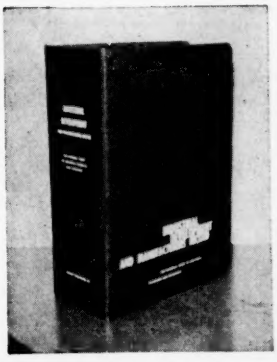

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Atlantic City Electric Company. Mark D. Ewing. Manager of Area Development, 1600 Pacific Avenue, Atlantic City, New Jersey. (Ad page 34)

Baltimore Gas and Electric Company, Robert J. George, Industrial Development Engineer, 1102 Lexington Building, Baltimore, Maryland. (Ad page 32)

Baltimore and Ohio Railroad Company, Arnath W. Knabe, Manager of Industrial Development, Baltimore and Charles Streets, Baltimore 1, Maryland. (Ad page 92)

Greater Burlington Industrial Corporation, Charles D. Townsend, Executive Director, 191 College Street, Burlington, Vermont. (Ad page 2)

Calgary Power Company Ltd., E. H. Parsons, Director of Industrial Development, Box 190, Calgary, Alberta, Canada. (Ad page 38)

Carolina Power and Light Company, D. E. Stewart Manager of Area Development Department, Insurance Building, Raleigh, North Carolina. (Ad page 35)

Chicago, Rock Island, and Pacific Railroad, P. J. Schmidt, Manager of Industrial Development. LaSalle Street Station, Chicago, Illinois. (Ad 2nd cover)

Colorado Department of Development, Lewis R. Cobb, Executive Director, 51 State Capitol, Denver 2, Colorado. (Ad page 3)

The Connecticut Light and Power Company, Mr. Robert P. Lee, Manager of Area Development, P. O. Box 2010, Hartford 1, Connecticut. (Ad page 44)

Consumers Power Company, H. L. Brewer, 212 West Michigan Avenue, Jackson, Michigan. (Ad page 37)

Duke Power Company, Creed Gilley, Manager of Industrial Development, 422 South Church Street, Charlotte, North Carolina. (Ad page 47)

Far Views Development Company, A. J. Mosby, President, Radio Central Building, Missoula, Montana. (Ad page 5)

Florida Power Corporation, A. H. Hines, Area Development Department, Box 4042, St. Petersburg, Florida. (Ad page 31)

General Public Utilities Corporation, William J. Jamieson, Area Deveolpment Director, 67 Broad Street, New York 4, New York. (Ad page 41)

Georgia Department of Commerce, Abit Massey, Director, 100 State Capitol Building, Atlanta, Georgia. (Ad page 9)

Georgia Power Company, Gene A. Yates, Jr., Vice President, P. O. Box 1719, Atlanta, Georgia. (Ad page 27)

Gulf Power Company, H. W. Olcott, 75 North Pace Boulevard, Pensacola, Florida. (Ad page 34)

Gulf States Utilities Company, Joseph DeJean, Advertising Department, P. O. Box 2951, Beaumont, Texas. (Ad page 33)

The Hartford Electric Light Company, Frank H. Icaza, 266 Pearl Street, Hartford, Connecticut. (Ad page 46)

Industrial Dallas, Inc., Charles Yeager, 1101 Commerce Street, Dallas, Texas. (Ad 4th cover)

Knoxville Chamber of Commerce, Charles F. Herd, Industrial Director, Hotel Andrew Johnson, Knoxville 2, Tennessee. (Ad page 2)

Kootenai Rural Electrification Association, Inc., George A. Riggs, Manager, 117 Coeur d' Alene Avenue, Coeur d' Alene, Idaho. (Ad page 28)

Lewis Terminals, Philip D. Lewis, Vice President, 31 West 20th Street, Riviera Beach, Florida. (Ad page 5)

New York State Electric and Gas Corporation, E. W. Bartley, Manager of Industrial Development, 62 Henry Street, Binghamton, New York. (Ad page 29)

Nickel Plate Road, C. B. Bennett, Terminal Tower, Cleveland 13, Ohio. (Ad page 4)

Ohio Power Company, Robert L. Wolf, Director of Area Development, 301-315 Cleveland Avenue, S. W., Canton 2, Ohio. (Ad page 23)

Public Service Electric and Gas Company, C. S. Cronknight, Manager of Area Development, 80 Park Place, Newark, New Jersey. (Ad page 43)

Commonwealth of Puerto Rico, Economic Development Administration, Neil MacMillan, Director of Advertising, 666 Fifth Avenue, New York 20, New York. (Ad pages 68 & 69)

Puget Sound Power and Light Company, Stewart G. Neal, Manager of Area Development, 860 Stuart Building, Seattle 1, Washington. (Ad page 94)

St. Petersburg Chamber of Commerce. Jack Bryan, Director of Industrial Development, 4th Street and 3rd Avenue, St. Petersburg, Florida. (Ad 3rd cover)

Seaboard Air Line Railroad Company, Warren T. White, Assistant Vice-President, Richmond 13, Virginia. (Ad page 90)

The South Carolina National Bank, Chauncey W. Lever, Vice President, Columbia, South Carolina. (Ad page 3)

Southern Railway System, B. E. Young, Assistant to President, 15 and K Streets, N. W., Washington 13, D. C. (Ad pages 14 & 15)

Southwestern Electric Power Company, John B. Struwe, Manager, Industrial Development Department, 428 Travis Street, Shreveport, Louisiana. (Ad page 39)

Sunnyvale Economic Development Committee, Marion Sellers, Sunnyvale, California. (Ad page 5)

Texas Power and Light Company, J. D. Eppright, Director of Industrial Development, P. O. Box 6331, Dallas 22, Texas. (Ad page 26)

Toledo Edison Company, Robert E. Johnson. Manager of Industrial Development Department, 420 Madison Avenue, Toledo, Ohio. (Ad page 36)

Union Electric Company, M. E. Skinner, Vice President and Director of Sales, 315 North Twelfth Boulevard, St. Louis, Missouri. (Ad page 45)

United Illuminating Company, G. W. Heston, Area Development Consultant, 80 Temple Street, New Haven, Connecticut. (Ad page 24)

PLANT CONSTRUCTION AND INDUSTRIAL SERVICES:

American Creosote Works, Inc., S. B. Braselman, Jr., Vice President, 1305 Dublin Street, New Orleans, Louisiana. (Ad page 67)

A. J. Gerrard and Company, Ralph Wyckoff, Advertising and Sales Promotion Manager, 1962 Hawthorne Avenue, Melrose Park, Illinois. (Ad page 1)

OTHER SERVICES:

Executive Gift Service, Guy H. Tucker, 2592 Apple Valley Road, Atlanta 19, Georgia. (Ad page 12)

Piedmont Airlines, Inc., W. G. McGee, Smith Reynolds Airport, Winston-Salem, North Carolina. (Ad page 12)

Wayne Cook Associates, Inc., Al Krutilek, 193 Meadaws Building, Dallas 6, Texas. (Ad page 48)

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The Colonel Says

From Commerce Clearing House News Bureau we have uncovered the following oddities among measures that became law:

An operator of a self-propelled wheelchair must have a driver's license in California.

A Vermont license to transport baby chicks will be refused to anyone who cannot prove his good character.

Racial or religious discrimination in crematories was banned in Illinois.

Connecticut made it a crime not to return pregnant lobsters to the water immediately after they are caught.

Hawaii outlawed turtle shooting. And in Hawaii, of all places, someone was being extra cautious. He proposed a prohibition against removal, for private use, of sand from beaches!

Quiet, Please

Sam, the bartender, got a job in a bar near a deaf and dumb school. In order to understand his cutomers better he learned the sign language and was soon able to "speak" fluently with his hands.

One day three people came in, sat down and ordered drinks by sign language. A man sitting at the end of the bar was impressed by the way Sam understood them. Suddenly all three customers started moving their fingers rapidly at the same time. Sam got furious. He rushed out from behind the bar and threw the three out into the street.

When he saw the man's astonishment, Sam explained: "If I've told those guys once, I've told them a dozen times. No singing in here."

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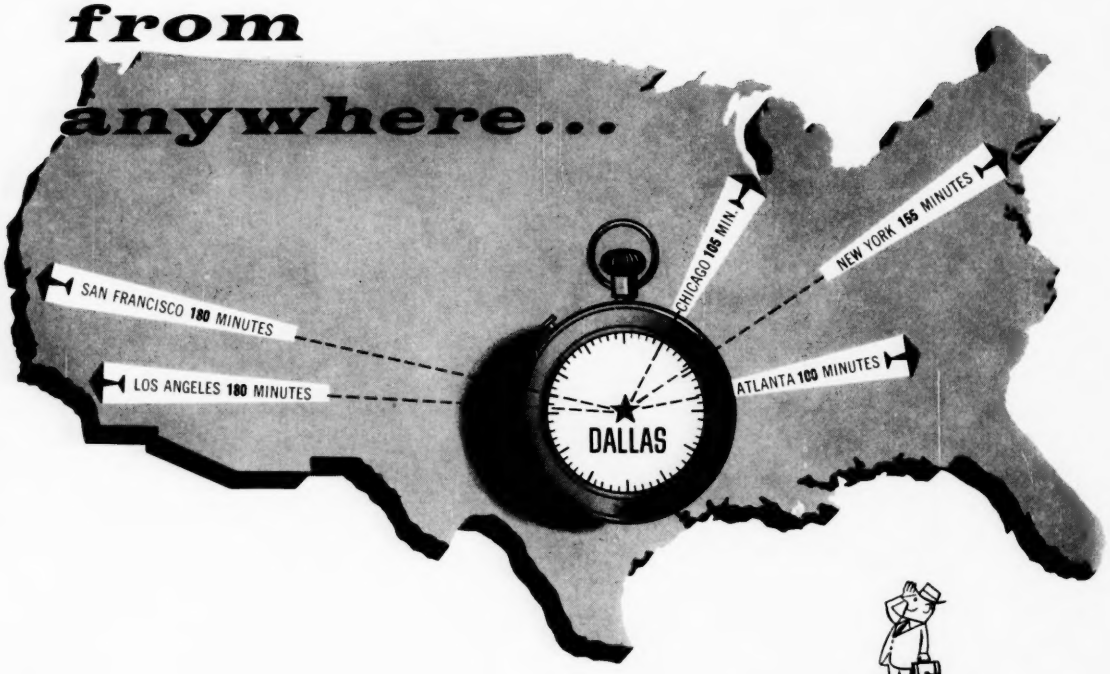

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